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The range of books reviewed is wide, covering theory and applications in operations research, statistics, econometrics, mathematics, computers, and information systems. In addition, we include books in other fields that emphasize technical applications. We list the books and proceedings received; not all books received can be reviewed because space and time are limited. Those who would like to review books are urged to send the editor their names, addresses, and specific areas of expertise. The editor commissions all reviews and does not accept unsolicited book reviews. Readers are encouraged to suggest books that might be reviewed or to ask publishers to send copies of such books to the editor.

papers fall within this premise, but others concern single applications or methods without a context. Overall, the papers show the growing maturity of the field of MCDM. This maturity means that studies of applicability must accompany the development of methodologies. Many of the papers critically evaluate certain methods, describe the creation of hybrid methods, address sensitivity issues, consider problems of special structure, and cover application studies. The quality of the papers varies, and as with any large conference, a few papers are

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inappropriate or misclassified. The two volumes are divided into 10 parts.

Volume 1, Part 1, "Interactive Decision Support Systems," contains 10 papers that are philosophical in nature with most authors touting their private theories without evidence further than that already provided in the literature. A few of the papers identify elements in MCDM that have similarities to idealistic decision support systems. In general, these are personal perspectives on MCDM that are mostly light reading and at times amusing, but only occasionally enlightening.

Volume 1, Part 2, "Interactive Multi-objective Programming Methods," contains 17 papers that give evidence of the maturity of the field: its advancement beyond the pure development of methods. This section represents such a step. A few of the 17 papers describe yet another approach to solving multiple objective models, but the majority explore the strengths and deficiencies of various methods or combine the strengths of more than one system. This exploration is not limited to weaknesses in mathematical assumptions, but looks at human factors as well. The comparisons are usually objective. A few papers provide guidelines for testing MCDM methods and for graphical and conversational interactions with a decision maker. This section fits in well with the book title in that decision support systems consist of many MCDM tools, and an understanding of the various approaches is the key to selecting the proper method for a particular decision.

In Volume 1, Part 3, "Applications," existing methods, sometimes with slight modifications, are applied to problems in

planning, design, and production. The dozen papers include straight descriptions of applications, guidelines for application in generic fields, and an analysis of the success of a particular MCDM approach to a problem. The areas of application include hospital capacity planning, financial planning, city planning, environmental analysis, bridge design, structural design, scheduling, and production planning.

Volume 1, Part 4 is on the "Theory of Vector Optimization." An important feature in a DSS will be to conduct sensitivity analyses on the MCDM solutions provided. Four of the six papers address this problem directly by taking hard theoretical looks at duality and sensitivity. The two remaining papers in the section are on control theory and necessary conditions for efficiency. All six papers are heavy on the math. Only one, by W. Rödder, includes any interpretation of the resulting theory.

Volume 2, Part 1, "Intelligent Decision Support Systems," is by far the most disappointing section; it explains technology that will improve DSS implementations. Seven of the 15 papers describe how knowledge representation improves a DSS, but only the paper by Jelassi begins to consider the large body of work done by information system researchers in this area. Five other papers discuss different types of information systems in varying detail: a translation system, a factory automation system, a data-flow-layout system, an equipment diagnosis system, and a process control system. Two interesting papers, by Giocoechea et al. and by Sage et al., discuss the lessons learned while studying the feasibility of MCDM DSSs.

In the last paper, Ozernoy presents a framework for a DSS's selection of an appropriate MCDM method.

Volume 2, Part 2, "Utility and Risk Analysis," contains seven papers. Two are descriptive applications to land usage and to cardiac health, and one is an analytical application to portfolio risk aversion. In another paper, Farquhar discusses links between utility theory and artificial intelligence. The remaining three papers are mostly theoretical: Pratt describes the conditions that will yield utility functions of good form required for optimization, Nakamura develops expected utility with a threshold function, and Li and Haimes focus on risk management in a hierarchical multiobjective framework. These papers are of high quality but are obviously condensations of other works.

Volume 2, Part 3, "Value Analysis and Intensity of Preference," consists of three concise theoretical papers on measurable value functions under risk, on intensity of preference functions, and on verification of preference separability. Little effort has been made to tie these papers into the theme of the conference.

Volume 2, Part 4, "Hierarchy Analysis and Weighting Methods," focuses on Saaty's well-known analytic hierarchy process. Five of the eight papers are minor improvements or extensions to the method. One extension involves systems with feedback, and the other looks at the case of dynamic priorities over time. The suggested improvements include different approaches to weighting and data collection. The remaining papers discuss reasons for decomposing utility functions,

avoiding bias in assessing utility function weights, and a variation on nonlinear interactive goal programming. All are clear and should be useful to those concerned with the issues covered.

Volume 2, Part 5, "Incomplete Information," contains four papers, one of which is a good discussion on the value of perfect information in multiple objective problems. A second paper shows how various operational research techniques may be reformulated using possibilistic modeling. A third presents an interactive method based upon fuzzy satisficing, while the last reformulates common statistical models as multiple objective programs.

Volume 2, Part 6, "Group Decisions," contains an eclectic group of eight papers. Two discuss the economic interpretation of the dual variables for various gaming models and a multiple criteria regional investment game. Another paper discusses a system design for building games or simulation models, while a fourth talks about using board games, the type we play with our kids, on PCs as training tools. Of the remaining papers, one is a theoretical look at efficient points in group MCDM problems and the remaining three papers weakly discuss implementation issues of group decision support systems.

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KRAJEWSKI, L. J. and RITZMAN, L. P. 1987, *Operations Management: Strategy and Analysis*, Addison-Wesley, Reading,

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Massachusetts, 916 pp., \$43.95.

This is a very good text, and it is eminently suitable for first courses in operations management at the undergraduate and graduate level. The choice of topics is good and most of the important standard topics of operations management are treated clearly and concisely. There is a good balance between practical issues and problems on the one hand and analytic techniques on the other. The authors use many brief descriptions of real problems and examples to bring the concepts to life. For the student who wishes to follow up on any topic, each chapter concludes with a comprehensive set of further references.

The book is well written, and the integrated presentation of concepts and examples make for interesting reading. Another useful feature is that the book pays more than lip service to operations problems in the service sector.

Two fairly minor shortcomings are worth noting. The first is the treatment of manufacturing strategy. Chapter 1 discusses it briefly as part of the general introduction, and it is then treated in detail in Chapter 20. First, it should be recognized that a quite small coverage (about 25 pages out of 900+) is much better than nothing, hence this book is an improvement over many others that are currently in use. On the other hand, the concept of strategic operations should be more strongly developed and presented up front as the framework through which all other topics can be studied. While we are moving in the right direction by including the topic of manufacturing and operations strategy in our courses, perhaps we have

not yet arrived when a new text allocates nearly twice as much space to forecasting procedures and techniques (Chapter 3) as it does to "Operations as a Competitive Weapon" (Chapter 20). To their credit, Krajewski and Ritzman have embedded strategic issues in the text in a number of other places.

A second weakness is a shortage of problems at the back of some chapters and a complete lack of case studies. Many of the problems are introductory in nature, and some instructors may find it necessary to supplement these with more complex problems or with a casebook, particularly for MBA and executive MBA programs.

Apart from these shortcomings, this book is a thorough and modern approach to the subject of managing operations. It certainly warrants consideration by instructors who are using such texts as Buffa and Sarin [1987]; Chase and Aquilano [1987]; Evans, Anderson, Sweeney, and Williams [1987]; and Meredith [1987]. Although each of these texts is somewhat different in approach, they all provide a sound coverage of the basic topics, and the Krajewski and Ritzman text compares more than adequately with some of them.

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COLLIER, DAVID A. 1987, *Service Management: Operating Decisions*, Prentice-Hall, Englewood Cliffs, New Jersey 07632, 300 pp., \$18.75.

This book contains new teaching material for a service/operations management course. It emphasizes the service operations decision, including service levels and scheduling decisions. The book consists of three parts: methodology, cases, and exercises.

The first part introduces the issues faced by service firms and provides a managerial guide for the capacity-scheduling decision. It characterizes the commonalities and differences between the service versus manufacturing decision, and defines and elaborates customer service and quality, and gives a step-by-step approach to scheduling resources to meet demand and optimize customer service and quality level.

The second and major part, is a collection of 14 cases. They cover a wide variety of service industries such as banking, hospital, hotel, and office management. In all these cases, the authors give enough background information and data. This section is valuable because it covers a wide variety of subjects and gives students real business situations to deal with.

The last part presents 20 exercises, which would have fit better in a queuing theory chapter of a management science

textbook. These exercises all seem to cover quantitative questions and are not relevant to the other two parts of this book. The author's contributions are in two areas: in characterizing the unique issues faced by service managers and in providing a systematic method to guide service operations planning. It would have been beneficial to readers if examples had been added to the text part, chapters one through four, of this book.

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ANDERSON, EDWARD J. and NASH, PETER 1987, *Linear Programming in Infinite-Dimensional Spaces*, John Wiley and Sons, 172 pp., \$44.95.

Linear Programming in Infinite-Dimensional Spaces, according to the authors, is designed to survey the theory of semi-infinite linear programming and infinite dimensional linear programming while attempting to bring out the connections between the two fields, the implications each has for the other, duality theory, and the concepts involved with solution algorithms. The book also covers the types of applications for each method. The authors state that this book could be used as a text for a course of lectures on infinite-dimensional linear programming or in conjunction with other books in a more general course on optimization.

In an attempt to carry out these objectives, the authors present a 160-some-page, relatively mathematical treatise containing material on applications, duality, and solution fundamentals for the two techniques. In doing this, they deal with

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a large body of literature from diverse sources. Their seven-page bibliography seems up-to-date although it contains many more references from the pre 1980s than from the 1980s. The authors make many contributions to the literature, for example, in the section on algebraic fundamentals they prove 12 new theorems pertinent to duality, basic solutions, solution existence, reduced costs, and pivoting. Such contributions continue throughout the book with numerous new theorems as well as interpretations of previous results and examples.

All in all, Anderson and Nash seem largely to satisfy their objectives. The book is relatively mathematical and will probably be of interest largely to those doing research in the area and not to casual readers curious about semi-infinite linear programming. Because the book lists for \$45.00, I doubt that the authors will find many takers in terms of their course objectives. It covers only a small portion of the area covered by many of the courses on optimization in which it could be used. I believe the book is largely for researchers in the field and for libraries. I encourage those in semi-infinite and infinite LP to buy it; it is a relatively comprehensive treatment containing many new results. Others potentially interested in such subjects should at least browse through it in a library.

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TOONE, ROLAND and JACKSON,
DAVE, eds. 1987, *The Management of Man-*

ufacturing: The Competitive Edge, IFS (Publications) Ltd, U.K. 182 pp., \$59.00.

This British book contains 20 separate contributions, as well as editorial comments, questions, and answers. The contributors include academics, management consultants, and manufacturing managers.

In a short space, many of the contributions attempt to include a good deal of detail. Some of the case-study descriptions are interesting in this regard; however, a number of the articles are shallow in their coverage and lacking in quality of insight.

The book is in five parts: meeting the competition, managing materials, effective purchasing, managing production, and managing quality. It is based on a seminar series held by the Derbyshire College of Higher Education (UK). What it really lacks is a good explanation of the conceptual framework of manufacturing strategy, which could tie all the contributions together. It contains virtually no references or citations to other articles or books. It cannot be considered as a contribution to the literature of manufacturing management but rather as a series of introductory tutorials. The book contains just enough information to whet the appetite, but it lacks follow-up information about general concepts for improving performance or real, usable implementation guidelines. Hence, the book does not seem to be aimed at supporting the formulation or implementation of manufacturing strategy. It is clearly not intended to be of interest to academics and might be of interest only to those few practitioners who have not previously come across any of the modern concepts of manufac-

turing management. Much better books exist [Hayes and Wheelwright 1984; Skinner 1985] that offer conceptual and practical insights on the ingredients of manufacturing-based competitiveness.

To finish on a positive note, a few of the contributions are interesting (notably those written by practitioners). For example, the article by Price on managing quality is a nice condensation of the new way of thinking about quality.

Perhaps the best thing about the book is its cover, which is very attractive and shows some of the components of manufacturing strategy as squares on a chess board. The reader who gets the impression (from the cover) that the book will develop a systematic or integrated framework for manufacturing management is in for a disappointment. The old adage that one should not judge books by their covers is true.

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PALL, GABRIEL A. 1987, *Quality Process Management*, Prentice-Hall, Englewood Cliffs, New Jersey, 304 pp., \$43.00.

Erich Bloch, National Science Foundation Director, emphasizes the necessity of infusing quality into academic curricula in engineering, business administration, management, and in all studies that influence engineering, manufacturing, and

management of organizations. In the foreward of Pall's text, Bloch rightly points out that quality tools, concepts, and techniques are equally applicable in the service sector, offices, government operations, banks, and insurance companies and by other suppliers of goods and services.

The recent establishment of programs in quality and its companion, reliability, at several leading American academic institutions provide ample evidence that quality is making ivory-tower in-roads. Unhappily, Pall's text will do little to further this cause.

There are several factors that I project will doom this book to failure. Written at a level suitable for juniors, seniors, or beginning graduate students, the focus of this book is on the management of quality. It is beyond my comprehension that such quality management standards as W. Edwards Deming's "five deadly diseases" and "14 points for management," Philip B. Crosby's "four absolutes" and "14 steps," and the important precepts of such other giants in the quality arena as J. M. Juran, Frank Gryna, Armand Feigenbaum, and Genichi Taguchi are either completely ignored or are given cursory coverage. Curiously, IBM emerged as a world leader in quality due largely to their wisdom in securing Crosby's consulting services (details may be found in Crosby's book *Quality Without Tears* [1984]), and Mr. Pall is a relatively high-level IBM executive. It should be noted, however, that many of Pall's quality perceptions are refined and sophisticated, yet practical.

The statistical appendix of the text (Appendix A) is so replete with errors that it

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should be avoided; the text would have been improved if it had been omitted altogether. Among the errors in this appendix are improper definition of both the sample and population variances, graphs of the binomial and Poisson probability mass functions that portray them as continuous, and the common but incorrect identification of kurtosis as the peakedness of a distribution (it is in fact a measure of tail-heaviness). In discussing operating characteristic (OC) curves, Pall, within a three-sentence span, identifies the acceptance number c first incorrectly as the maximum percent defectives allowed in the sample before the lot is rejected and then, correctly, as the maximum number of defectives (or defects) in the sample that will allow the lot to be accepted. This is not a complete list of errors that can be found in this 11-page appendix.

Appendix C is an introduction to control charts, one of the major statistical tools of quality control. Though not as flawed as Appendix A, it nevertheless has inherent shortcomings. Rather peculiar is its use of the phrase *rational sample* for what is usually referred to as a rational subgroup. Other terms that are not in agreement with established standards can be found in the text. Within the appendix, the reader is referred to Table 3-2 for control chart limits when in fact these limits are presented 31 pages later in Table 3-6. The estimation of the population standard deviation from the (average) sample range is given on page 131 as $\sigma = R/d$ where d is a constant that depends only on sample size. The reader is referred to Appendix A for the value of d .

Unfortunately, the required value of d is found in Appendix C and the reader must determine whether the required value of d is a value of d_2 , d_3 , or d_4 . The required constant is actually d_2 , but a reader unfamiliar with control charts would be unable to determine this with certainty.

Numerous other errors and shortcomings can be found throughout the book, but space and a desire to do other things with the coming days and weeks of my life prevent me from embarking on this arduous task. The reader interested in authoritative quality management presentations will find no shortage of texts on the subject. Two outstanding texts are Feigenbaum [1983] and Juran and Gryna [1980].

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ARTHUR YOUNG INFORMATION TECHNOLOGY GROUP 1987, *The Arthur Young Practical Guide to Information Engineering*, John Wiley and Sons, New York, 192 pp., \$32.95.

As stated in its introduction, the purpose of this "guide" is to provide a framework for integrating the workbenches of information engineering into the phases of the systems development

life cycle. These workbenches include several diagrammers (that is, entity, decomposition, data flow, and action) as well as a knowledge base termed an encyclopedia and a code generator. The appropriate workbench tools are associated with the following phrases: systems planning, business area analysis, systems design, and construction.

The key characteristics of the information engineering approach to system development according to Arthur Young include: (1) a strong emphasis on data sharing; (2) user-driven approach; (3) emphasis on business analysis; (4) systems building as an engineering discipline; (5) emphasis on automation; (6) graphics orientation; (7) code generation; and, (8) a strategic foundation. Their methodology reflects these attributes.

Other than the chapters entitled "Overview of Information Engineering" and "The Role of the Information Engineering Workbench," four chapters are devoted to relating the various workbench tools of information engineering to the four phases of the systems development life cycle. Each commences with a statement of the goals for that individual phase of the systems development life cycle, the information engineering approach (especially with regard to workbenches) to that phase, and a list of deliverables. A collection of graphic symbols are used throughout the book to describe the input, process, and output of each activity and task of all phases of the life cycle.

Significant experience in systems development would be an asset to the reader in fully appreciating the information engineering approach presented in the book.

Nevertheless, the important relationship between corporate strategy and information systems planning is well presented and should be understood by the less-experienced reader. In general, Arthur Young has done a commendable job in describing how the new automated technology for systems development will increase productivity in this area.

However, the book is written in a style reminiscent of jargon-laden training manuals. If it weren't for a glossary of terms used in information engineering approaches to systems development, the reader would have difficulty with terminology.

The book also suffers from a lack of examples or applications of the information engineering tools in actual projects. This absence of engagement case histories is difficult to explain given that the author is a major information consulting organization. Reports of field experiences that highlight the productivity gains possible from the tools of information engineering are indispensable in a publication such as this.

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DISNEY, RALPH L. and KIESSLER, PETER C. 1987, *Traffic Processes in Queueing Networks: A Markov Renewal Approach*, The Johns Hopkins University Press, Baltimore and London, 251 + xix pp., \$49.50.

This is an excellent, well-written book every researcher or user of queueing networks should read. It has grown out of a

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series of lectures Professor Disney gave at the Johns Hopkins University under the joint sponsorship of the Office of Naval Research and the University's Department of Mathematical Sciences. The book is not on queueing networks in general but is specifically on traffic processes, such as the departure process and the overflow process, which are extremely significant in the analysis of queueing networks. It does not provide any recipes for analysis; but it describes the chemistry of the systems in order that right recipes can be obtained. The authors knock down some misconceptions and explain much of the curious behavior one finds in traffic processes in queueing networks.

The book includes seven chapters and an appendix (on point processes and reversibility). Chapter 1 (Introduction) introduces the basic terminology of queueing networks and discusses some structural properties of point processes. Chapter 2 (Background) provides the background on Markov renewal processes and their properties. Chapter 3 (Examples of Traffic Processes) gives simulation analysis of some simple networks and identifies the types of problems that will be addressed later. In my opinion, this is a must-read chapter for researchers and practitioners alike. Users of queueing network results sometimes tend to apply analysis techniques without worrying about underlying assumptions or properties. This chapter will be an eye-opener. Chapter 4 (Traffic Processes in Markov Networks) establishes the important result that traffic processes in Markov networks are Markov renewal processes. Special mention should be made of Sec-

tion 12.5 which explains the implications of the structural results on traffic processes. Chapter 5 (Decomposition of Traffic Processes) introduces a switch that decomposes the input process into two or more output processes. Chapter 6 (Output Processes) brings together results on output processes emphasizing their covariance properties. Finally, Chapter 7 (Decomposing Point and Marked Point Processes) examines the relationship among several traffic processes in a network using cross covariance and cross correlation analysis.

The style of the book is very much pedagogical, which makes the book all the more significant for the practitioner. The authors expect a general background in queueing theory, and a working knowledge of Markov and Markov renewal processes will make the book easy reading. Throughout the book the reader will find results, many times quite simple, that throw significant light on the structural properties of underlying processes. In my opinion, this is a book that eminently succeeds in making the difficult topic of queueing networks simple and understandable to most researchers and practitioners.

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