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BOOK REVIEWS

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MAGEE, JOHN F. AND DAVID M. BOODMAN, *Production Planning and Inventory Control, 2nd Edition*. New York: McGraw-Hill Book Company, 1967, \$8.95, 397 pp.

The second edition of *Production Planning and Inventory Control* has added an author. Also, certain chapters have been reorganized and more sectional headings introduced. For the most part, however, the second edition is not greatly different from the first edition. This is not a criticism of the second edition, however, but a tribute to the first. It has been almost ten years since the original book was published and, for a field which has changed as much as management science, it remains surprisingly up to date. Where it was not up to date, the second edition has quite ably made it so. The early chapters which include discussions on the functions of inventory, the cost factors involved in inventory decisions, and the basic inventory system operating policies are basically unchanged and as valuable as ever. Most revisions in the text are in the later chapters. Specific changes include a treatment of exponential smoothing in a revised and much improved chapter on forecasting. The notation used in describing (s, S) inventory models has been changed from the earlier text. ABC inventory ideas are explicitly recognized and a short discussion on IMPACT type inventory models is now included.

The book also possesses greatly improved usefulness as a classroom text. Problem and discussion topics as well as an updated bibliography appear at the end of each chapter. Also a glossary has been added.

Only two topics which could have been included in the revised text but were not, need to be mentioned. These include the use of integer programming (why do they spell it "programing"?) techniques for production planning and scheduling and the use of industrial dynamics for studying existing and proposed production systems.

To summarize, *Production Planning and Inventory Control* remains, as before, valuable and useful reading for students and managers. Even more to its

credit is the recommendation that it should also be read or reread, as the case may be, by the experienced practitioner.

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FABRYCKY, W. J. AND J. BANKS, *Procurement and Inventory Systems: Theory and Analysis*. New York: Reinhold Publishing Corporation, 1967, \$13.50, 239 pp.

In their preface the authors state that their "aim in writing this book is to present the conventional topic of inventory theory in an unconventional manner. This is accomplished by explicitly recognizing that the replenishment of inventory requires procurement action from one of several possible sources". In seeking to meet this aim the authors have developed a readable, well organized, but rather conventional, primer on inventory theory.

The book is structured around four basic inventory and procurement models (not systems as the authors claim). These begin with (1) single-item, single-source (SISS), then proceed to (2) single-item, multi-source (SIMS), (3) multi-item, single-source (MISS), and finally (4) multi-item, multi-source (MIMS) models. The models are all of the type that when the number of units on hand plus on order decreases to a specified level, an order is placed.

Chapter 1 of the book is an introduction to the general nature of procurement and inventory problems. The interested reader should compare this to the similar chapter in Magee and Boodman. Chapter 2 is concerned with the determination of item cost and contains a discussion of manufacturing progress functions. Chapter 3 contains a relatively meaningless discussion of inventory models for which item cost is the only element of total costs. Deterministic single item, single source (SISS) models are the subject of Chapter 4. The chapter is nicely organized; variations of the basic model are presented, then illustrated by examples. On the other hand, there is an undue amount of algebra and the clarity of the presentation is not an improvement over that of other texts. Probabilistic single-item, single-source models are covered in Chapter 5. This and Chapter 4 comprise about 50 % of the book.

In their consideration of multi-item and multi-source models, the authors have restricted themselves to rather simple instances of the more general problem. Chapter 6, concerned with the single-item, multi-source (SIMS) model, is a good example. Multi-sources are treated by solving each individual single source model separately and choosing as the best source that which is associated with the minimum cost. A similar simplicity of multi-item, single-source (MISS) models is found in Chapter 7. With but one exception, multi-item and multi-source inventory problems which involve joint costs and non-additive constraints are not considered and this restricts the authors from achieving their stated aim.

In summary, *Procurement and Inventory Systems: Theory and Analysis* falls

short of providing a novel or comprehensive approach to the problems of procurement and inventory.

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CONNORS, MICHAEL M. AND DANIEL TEICHROEW, *Optimal Control of Dynamic Operations Research Models*. Scranton, Pennsylvania: International Textbook Company, 1967, \$2.50, 118 pp.

This book is intended as an introduction to the use of variational techniques (the classical calculus of variations and the maximum principle) in the solution of dynamic deterministic problems in operations research. Readers with a knowledge of ordinary differential equations and matrix algebra will find in it a good overview of the subject and a useful guide to more advanced study. It can be adopted as a supplementary text in intermediate operations research courses.

The presentation is compact but clear. Results are stated without proof but this does not impair the reader's ability to follow the discussion. The authors define the standard dynamic optimization problem as that of optimizing, under certain functional constraints, a functional, the arguments of which are the state variables of the system, the control function, and time. After a discussion of the relation of variational techniques to the standard problem, the calculus of variations is considered. For this the authors follow the pedagogical scheme of Elsgolc's *Calculus of Variations*, comparing the method for finding extrema of functionals with that for finding extrema of functions. The problem in higher dimensions is merely mentioned, as it is a generalization of the problem in the plane, and the reader will need to refer to a more advanced textbook in order to get a better grasp of the mechanics. The calculus of variations with equality constraints is also treated, and the dynamic problem with inequality constraints on the control functions is used to motivate the introduction of Pontryagin's maximum principle, which is subsequently developed. Most of the discussion of the maximum principle is devoted to the cases where the functional is quadratic or linear and the constraints are linear. These standard cases are suited to deal with a large number of O.R. problems.

The authors conclude the book with a brief comparison of variational, programming, heuristic, and simulation techniques for solving O.R. dynamic problems, but the question requires much more than the space devoted to it. The reader may still wonder how variational techniques fit into his O.R. tool kit. Dynamic programming, with which the reader is likely to be familiar, is barely mentioned, in spite of its close and interesting relation to the calculus of variations and the maximum principle.

Thirteen examples are worked out to illustrate the use of variational techniques and complement the theoretical discussion. They contribute to the understanding of the subject and give some feeling for its potentialities and limitations. The

bibliography is twenty pages long, but the reader desiring to pursue further studies is rescued by a selected reading list.

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PLOSSL, G. W. AND O. W. WIGHT, *Production and Inventory Control: Principles and Techniques*. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1967, \$10.50, 432 pp.

Written by two authors of considerable practical experience, who moreover have had some interesting papers in the field (particularly as regards the so-called LIMIT modification of economic order quantity), this book could have been of great value for the practical man in production and inventory control. The book does, in fact, present an elementary and simplified coverage of the subject, even though space limitations generally present problems. Thus, basic principles are often given short shrift and under each chapter only one technique is covered in detail.

When it comes to practical suggestions, guidelines and what the authors call "knowledge of experience," the book sounds quite useful. But when one digs into the management-science aspects of the procedures recommended, one discovers a relatively large gap in the educational qualifications of the authors—who in turn dispense erroneous knowledge with an air of calm authority. For example, under "Materials Control" (Chapter 5) there appears a sub-section "Using the Poisson Distribution" and Figure 5-13 "Poisson Distribution Service Factor, f " (the book uses the term "Figure" for all tables), but the factors given are obviously normal-curve z -values. What, then, is Poisson? Simply, the authors have taken the square root of " a ", the "average orders arriving during lead-time"—the Poisson formula of the Standard Deviation. (The latter, incidentally, is annoyingly called "Sigma" in numerous instances throughout the book, although in this particular instance the authors seem only vaguely aware that they are dealing with a Standard Deviation.) Here, as in numerous other instances, no real attempt is made to explain the formulas provided.

Other instances of misinformation abound, but we shall confine ourselves to one further example. In discussing Linear Programming, the authors state that "The Simplex method is, ironically, the most complex . . .", without realizing the mathematical origin of the term, and then continue to distinguish it from other methods by saying that it is "based on inequalities." Later, in discussing applications, they give only three classifications, omitting entirely such areas as product mix (they do cover blending-mix) or inventories.

In summary then, the book is good on traditional aspects of production and inventory control. When the authors venture into management-science developments in this field, they are handicapped by inadequate educational qualifications.

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LIKERT, RENSIS, *The Human Organization: Its Management and Value*. New York: McGraw-Hill Book Company, 1967, \$7.95, 258 pp.

This work is largely an extension of the author's earlier volume, *New Patterns of Management*. It seems to have several purposes: to present data in support of the model contained in the earlier book, to amplify this model, and to introduce the notion of human asset accounting. The chances of the reader being convinced by the case made for the participative group model, called System 4 in this book, will depend on the type of evidence that he feels comfortable with and upon his faith in the ability of social scientists to make the wide variety of measurements suggested. There are several complaints which could be made. The author seems to presume upon a considerable familiarity with his first book, and the new reader may find himself confused at several points. The fact that this book is largely a justification and extension of the first raises the possibility that the presentation of this material in an enlarged, second edition of *New Patterns* might have been more effective. At any rate, the frequent references to the earlier book are annoying.

A more serious problem is the nature of the data upon which the author's case is based. If we are to believe that System 4 management, exemplified by supportive relationships between superior and subordinate and group decision-making and supervision, is more effective than System 1 management, designated as Exploitive-Authoritative, we need some demonstration of the causal relations. This was a main criticism of the earlier book and is only partially resolved in this work. Do participation, trust, self-motivation, and so on, follow from successful performance—or vice versa? Some intriguing studies are presented which support the latter conclusion. All of these are seriously flawed by the presence of a number of parallel processes which might serve to explain the results. A further problem with the data is that they are mostly based on the perceptions of the organizational members, and, as such, add another layer of complexity to the detection of causality. For example, support for the claim that System 4 management leads to a sharing of influence within organizational "families" is drawn mainly from two questionnaires tapping the perception of the same group of salesmen.

A final complaint is that we are not told how to achieve the fruits of System 4 management. If we accept the author's evidence, then we should certainly want to realign our practices in accord with this System. Unfortunately, we are told that a detailed prescription for implementing the necessary changes must await a future volume. This same difficulty plagues the author's discussion of human asset accounting, which is intended to provide the firm with a more accurate picture of its worth. Conceptually, the development of this notion is rewarding and well worth the price of the book. Again, however, we are told that a description of how to take and interpret the necessary measures must be left to another book.

This is, however, a book which will and probably should be widely read. The preceding criticisms reflect aspects which are frustrating but also highly stimulating. Among its strong points are the provocative comparison of Systems 1

and 4 and, particularly, the discrepancies between responding manager's perceptions of practice and what they feel to be optimal. The author also presents an extension of the "linking-pin" model which incorporates lateral cross-function groups. Of conceptual interest is an extended discussion of the time dimension in the study of management patterns which provides an appealing resolution of many contradictory findings from earlier studies.

In summary, *The Human Organization* fills a gap between the author's first book and other books that he intends to write. It reads well and raises many challenging points. The conceptual discussions of human asset accounting and of the time dimension are rewarding. If the reader can provide his own operational definitions and separate "ought" statements from empirical reports, the book is deserving of his attention.

Thomas P. Ference
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HADLEY, G., *Introduction to Probability and Statistical Decision Theory*. San Francisco: Holden-Day, Inc., 1967, \$10.75, 580 pp.

In recent years, there has been an acceleration in the growth of the number of texts which include some material on probability and statistical decision theory. However, there still is a shortage of books which give a coherent, integrated presentation of these two important areas. Hadley's text is an entry to the textbook fray which helps to fill the gap. It is a carefully written volume which presents a clear statement of concepts and techniques in probability and Bayesian decision theory. There are several chapters which cover standard topics in probability theory and random variables, one chapter on utility theory, one on classical statistics, and several on decision theory topics including single stage and sequential decisions and the use of experiments in decision problems. Numerous examples are sprinkled throughout the text and over 800 problems are included.

In the preface, the author indicates that the text is intended for those with no previous work in probability and decision theory and can be used by students untrained in calculus. However, in the latter part of the text, calculus is used freely where it is appropriate. One particularly well developed section appears in Chapter 8 where examples are presented for all possible combinations of states of nature and experimental outcomes represented as discrete and continuous random variables. Obviously, these cases include situations in which calculus may or may not be needed.

It is clear from the foregoing that it is not easy to generalize concerning the level of the content and mathematical treatment in this book. Actually, the text is directed to a more sophisticated audience than is Schlaifer's pioneering *Probability and Statistics for Business Decisions*, but at a much lower level than Raiffa and Schlaifer's *Applied Statistical Decision Theory*. Good texts falling between the levels of these two books are sorely needed. However, in the opinion of this reviewer, the major limitations of Hadley's book stem from his attempt to appeal to too wide an array of students in courses at different mathematical

and content levels. The results of this attempt to touch base with too varied an audience is an inevitable unevenness in treatment and style. For example, at one point there is an extremely belabored explanation of the meaning of the sigma summation sign. At other places, reasonably sophisticated material is handled in a no-nonsense, non spoon-feeding fashion. It is true that the author recommends sequences of topics for readers with different backgrounds. Nevertheless, the infelicities of unbalanced treatment cannot thus be completely sidestepped.

De gustibus non est disputandum should probably apply to an author's choice of sequence of topics, but a mildly dissenting vote will be cast here concerning the text under discussion. The progression of topics in probability seems rather disjointed with foundations discussed in the first chapter, but conditional probabilities, joint distributions, and Bayes' law (except for a starred section on Bayes' strategies) are not introduced until the last half of the book. The point concerning Bayes' law seems rather odd in a text which emphasizes the Bayesian approach to decision theory. Also, there is but one chapter which deals with classical statistics. As in other decision theory texts, some comparison is given between classical (or traditional) statistics and decision theory, but traditional statistics is given relatively short shrift and is discussed only near the end of the book. It would seem that a more logical sequential approach would be one which would give a flow of topics from probability theory to classical statistics to modern decision theory. That is the way the historical development of ideas took place, and to a substantial degree these subject areas build upon one another in the same order as their chronological genesis.

One very disconcerting physical aspect of this volume is the unusual variation in lightness and darkness of the print.

On the positive side, there are a number of especially good points in this book. There is an excellent careful discussion of probability, a more complete discussion of project worth-discounted profit concepts than in most statistically oriented texts and an unusually rich variety of illustrative examples and problems.

In summary, despite the limitations noted above, this volume is a useful, worthwhile addition to the textbook literature of probability and decision theory.

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KOONTZ, HAROLD, *The Board of Directors and Effective Management*. New York: McGraw-Hill Book Company, 1967, \$7.95, 275 pp.

Professor Koontz has assembled an excellent handbook for the newly elected member of the Board. No doubt published with an eye to the seven million directorships in U.S. corporations alone, this book should fulfill a broad need for guidance in a role which is the least well defined of any in the management hierarchy—a condition all the more remarkable since it sits, exemplar, at the top.

The author rejects the fashionable notion that Boards of Directors have become

mere fictions; he sees a resurgence in their effectiveness and proceeds to offer succor to this movement. We may well conclude that most Boards perform in a useful manner and that corporations receive much more in value than they pay for Board services. Actual performance apart, the potential and implied disciplinary powers of the Board exert a salutary effect on Management behavior. It is evident, however, that the Board generally conforms to the designs and will of Management rather than the converse. Since complete separation of powers between these two groups is virtually impossible, the cleavage needs to be de-emphasized and corporate potential evaluated on the success of interaction between the two. While the legal responsibility of boards is invariant with corporate size, scale is a determinant of Board structure, and operations and differences between large and small corporations are here strongly evident. To cover adequately this polarity in a brief guidebook would be beyond expectations.

The text is well structured, covering the areas of directors' responsibilities and liabilities; the organization, composition, and operation of the Board as a unit; the chairman and his relationship to the chief executive officer (often a dialogue with himself); and a final chapter on "Making Boards Effective." The author suggests without elaboration that English tradition and practice are quite different from American. A chapter offering a comparative study of the two would have been welcome.

The well known anomalies such as the fictional versus the real function, inside versus outside directors, and the gray area between Management responsibility and Board responsibility are recognized, and the author provides illuminating commentary drawn from his considerable experience with and insights into the role of the Board member. "Non-managerial" Board members, particularly, will profit from the generous sprinkling of management principles to which they will be exposed on their passage through the book.

The writing is lucid but equivocal. The withholding of anecdotal and case material has yielded a concise but colorless treatment of a subject in which fiction writers have found rich veins of drama and humor. The tyro will be instructed if not entertained.

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SENGUPTA, S. SANKAR, *Operations Research in Sellers' Competition: A Stochastic Microtheory*. New York: John Wiley & Sons, Inc., 1967, \$9.95, 228 pp.

Production problems have dominated operations research. In contrast, marketing has been subject to comparatively few O.R. sorties, and no mathematically elegant models seem to have survived the labor of problem formulation. (Kotler, Philip, "Keeping Informed," *Harvard Business Review*, Jan.-Feb., 1967.) Many operations researchers seem disquieted by marketing problems, likening them to a can of worms—loose ended, non linear, iterative, stochastic. Yet marketing problems exist.

Some aspects of marketing theory suitable for O.R. analysis have been developed in three recent books, written quite independently, only one of which will be reviewed here. The first book is Franco Nicosia's *Consumer Decision Processes* (Prentice-Hall, 1966). As the title implies, it is a searching analysis of the psychological and sociological motivations behind an individual's decision to buy. The book concentrates on the *decision*, not on the transaction, for one consumer can rarely affect the market.

Sankar Sengupta's *Operations Research in Sellers' Competition* is selling oriented, and though there is some discussion of sources for stochastic demand curves, attention focuses primarily on the individual firm, in sellers competition with other firms for the given market; the term *microtheory* in the subtitle implies that Professor Sengupta is analyzing only one interface between seller and buyer. If the seller were a self-contained farmer, and the buyer a consumer, analyzing this one interface would complete the analysis. But usually an item, passing from primary producer to ultimate consumer goes through many seller-buyer interfaces. This series of interfaces, and their deterministic interaction is the subject of Baligh and Richartz', *Vertical Market Structures* (Allyn & Bacon, Inc., 1967). Hence, I see Sengupta's *Operations Research in Sellers' Competition* as fitting between the books of Nicosia and of Baligh and Richartz.

Professor Sengupta, of the Management Science Center, University of Pennsylvania, has for several years consulted with beverage and food companies, applying O.R. approaches to marketing problems. This book is a robing examination of *oligopoly theory* and of *statistical theory* and their utilization to create a relevant framework in which to analyze problems of marketing strategy.

Part One of the book is a short review of oligopoly theory. In an industry having few sellers, the (price cutting) actions of one seller may provoke other sellers to action. The equilibrium position of an oligopoly has been a troublesome problem in micro economics for over a hundred years. Professor Sengupta makes the theory more operational by emphasizing not only (S) the data base of experience used by buyer and seller and the relevant decision parameters such as price, selling costs, etc., but also (M) the organization of the market that brings buyers and sellers into contact, and (Y) the information utilized by buyer and seller and their intercommunication; hence, "*any* kind of competition can be completely characterized by its associated (S, M, Y) complex."

Part Two occupies over half the book, and it is here that his insight and syntheses have resulted in the greatest contributions. Here is oligopoly theory viewed from within the firm. Neatly incorporated into the text is Professor Sengupta's theory that probability distributions over sales can be generated by perceiving a cloud of buyers diffused in a cloud of sellers, and whenever a buyer and seller collide there exists a probability of a sale (somewhat analogous to the physical chemistry model that two gases can react only when their molecules collide, and then with only a certain probability). Although Professor Sengupta brings up the problem of possible conflict between sales volume or profit objectives, he does not delve into the behavioral aspects of the conflict, sufficing to represent the conflict as a bi-criteria problem. The final portion of Part Two of this book is an

analysis of multiperiod, or intertemporal problems with contributions to sales transition probabilities, price rigidity, and inventory policies.

Part Three, a quarter of the book, relates probabilistic pure competition and customer anticipations, to inventory-production policies. Part Four, the remaining eighth of the book, is an attempt to extend the models of uncertainty; an application to investment and pricing policy is presented.

Before pointing to potential users, let me first give my personal reactions to this book. I was deceived by the mathematical level of the book, for, on my first browsing, I suffered symbol shock from the quadruple integrations only to discover on a more careful reading that the mathematics is basically simple and is copiously explained. When a second edition of the book is prepared I hope that the notation will be simplified and that a better balance between text and footnotes can be achieved. At that time also more links to marketing theory can be drawn in the body of the book.

Operations Research practitioners will find the book relevant in helping them identify and handle some marketing problems. In a business school it would be conventional to use the book in an advanced marketing seminar; it would be unconventional (but maybe worthwhile) to use it with students strong in mathematics and micro-economic theory as a theoretical *introduction* to marketing.

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BÖSSMANN, EVA, *Die ökonomische Analyse von Kommunikationsbeziehungen in Organisation*. Berlin: Springer-Verlag, 1967, \$9.90, 173 pp.

Eva Bössmann's thoroughly readable and informative book presents itself as a welcome summary and synthesis of various approaches to information and communication networks in the economy as a whole or in the firm, making use of modern analytical methods such as graph theory, matrix algebra and linear programming. Starting from a review of the interrelations between information and communication in traditional economics and organization theory, extensions to modern organization theory as developed by Wiener, Cyert and March or Simon are discussed. Two chapters deal with topological properties of communication networks and their experimental analysis which, however, does not supersede mere description. The treatment of communication networks by linear programming and the transportation and network flow methods draws on and extends sketches by Kalaba and Juncosa published in this journal (1956). Another important chapter is devoted to a detailed critical survey of Jacob Marschak's and Herbert Simon's decision theories which adopt some aspects of information and communication for their respective models. The heart of the matter is Marschak's approach to the evaluation of information structures.

Unfortunately for the operations analyst, the book does not offer anything new. One would certainly have preferred a stronger emphasis on analytical models and tools than on some well-known theories. Moreover, the instruments for

quantitative analysis presented by Professor Bössmann do not appear to be entirely adequate to the topic of information and communication systems. The quality of information and its effect on decisions, as well as the ability of an economy (or a firm) to supply the decision-maker with only important (and unbiased) information, are the crucial aspects of the problem, which, up to now, have not been dealt with in realistic models, due to the lack of numerical data. At the moment, there seems to be no satisfying way out of the dilemma.

In some cases, especially in the chapter on the value of an information structure, the introduction of very general symbolic models should have been avoided since they do not represent the reality of any organization; with respect to information and communication, the reality is more complex and more difficult to cope with in analytical models than the authoress implies. In addition, more attention should have been drawn to the fact that structures of communication systems have a strong influence on the problem of centralized versus decentralized decision-making in the firm. Of course, this would have widened the scope of the analysis. On the other hand, one can easily accept the authoress's opinion that a critical survey of recent developments in the field should serve not only the purpose of collecting material for convenience, but of providing stimulus for further research. This Professor Bössmann's book does to a high degree.

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MUNDEL, MARVIN E., *A Conceptual Framework for the Management Sciences*.
New York: McGraw-Hill Book Company, 1967, \$8.95, 303 pp.

This nonmathematical introductory text presents the terminology and characteristics of the industrial enterprise and focuses primarily on the manufacturing plant. Dr. Mundel includes many highly readable and classic vignettes drawn from both the history of industrial management and his own broad experience. This emphasis on the industrial environment rather than on the techniques to be used in analyzing industrial problems makes this book most appropriate as a complement to the various technical texts available. Both the beginning student and those managers who wish to look beyond their specific jobs to view the entire enterprise will find in it much interesting and helpful information.

Instead of the usual technique-oriented or functional-oriented approaches, Dr. Mundel starts with an introduction to the industrial plant and its major components, which he identifies as man-job units, physical plant, product, materials, time and money. He then proceeds to examine the design and control of the enterprise, concluding with a chapter on decision making. Numerous checklists of the physical and economic characteristics of the components of the enterprise make the text a useful handbook to the novice in his analyses by providing many examples of things to look for and evaluate.

However, such emphasis on the details of these characteristics of the indus-

trial plant stymie the author's efforts to provide the student of management with a broadly generalized conceptual framework for analyses. In addition, the text touches on so many topics that the student can have difficulty in identifying the major concepts. Thus, one tends to focus on such areas as work measurement, materials management, and specific man-job interactions, rather than keeping in mind the bigger picture of the goals of the entire enterprise. Furthermore, the very short treatment of decision making and the avoidance of technical terminology gives the student little feeling of the current state of the art in the management sciences, despite the book's title. Nonetheless, these same characteristics make this book an excellent complement to the many technical and abstract introductory texts available.

Berit C. Spant
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Glossary of Management Techniques, H M TREASURY. London: Her Majesty's Stationary Office, 1967, \$.55, 26 pp.

This British publication provides a clear and concise statement of the definitions and basic ideas behind a wide variety of Management Science techniques. It is directed primarily at the non-quantitative manager who desires either a general knowledge of available techniques in a given area or the definition of a particular technique. Although it does not itself provide enough information to obviate the need for a "specialist" in either the selection of the best technique for a given situation or the application of a technique once selected, it does, in most instances, indicate several relevant books and articles which could be used to develop a deeper level of understanding.

With a few minor exceptions, the techniques described are identical with those currently in favor in the United States and thus the above comments apply equally well to readers from either country.

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