

Reviews

Editorial comment

Starting in this issue, the Book Reviews will adopt a new format. Instead of writing very extensive and detailed reviews on a few books, we will attempt to familiarize our readers with a larger number of related publications at one time. This new format is in line with our recent policy where we asked readers to write a review in exchange for receiving the book free. This new policy is also possible because, after struggling for the last five years, we are receiving many more new books to review. I would like to clarify that we also review books received by the library and which, of course, are not available to prospective reviewers. We are still looking for willing and able reviewers.

J.P. van GIGCH

L.J. KOHOUT and W. BANDLER (eds.)
Knowledge Representation in Medicine and Clinical Behavioural Science
 Abacus Press, Tunbridge Wells, UK and Cambridge, MA, 1986, 211 pages.

Abacus Press is alive and well and our readership will recall that we recently received and reviewed A. Rapoport's *General System Theory* (*HSM*: 6 (1986) 190-192).

We just received the above mentioned text. According to its Preface: 'This book is concerned with many facets of knowledge representation in clinical systems, relevant not only to the design of medical expert systems, but to the design of any information processing machine that attempts to handle clinical, medical and psychological information. In particular, it also attempts to relate the question of clinical knowledge representation to wider medical issues. Hence, it will be of interest

to readers who want to learn about, or are already involved in, using conceptual structures and methodologies for the building of models of clinical reasoning and decision making. In addition, the issues are pertinent to the whole field of Expert System and Artificial Intelligence.'

I believe that this short text (211 pp.) packs a great deal of fascinating material. Whereas from its Part One, we could get the impression that it is written for medical practitioners, this idea is quickly dispelled when reading such chapters as 'Meditations on Uncertainty' (Chapter 2 by J. Anderson), 'On Functional Structures of Behaviour' (Chapter 7 by L.J. Kohout), 'Perception of Time: A new Theory' (Chapter 8 by Maria Nowakowska), 'Computer Representation of Fuzzy Data Structures' (Chapter 11 by E.T. Keravnou) etc. After reviewing the conceptual problems and methodological foundations of clinical knowledge representation (Part One), Part Two is devoted to describing the conceptual structures and methodologies required for clinical model building. As L. Kohout states: 'Although the discussion is primarily aimed towards clinical methodology and brain modelling, it has relevance also outside this field. In particular, the functional hierarchies of movement control developed by N.A. Bernštejn and briefly outline here, are relevant to movement representation in Robotics, while the functional linguistic hierarchies and the methodology of the Prague Linguistic Circle, are relevant to the semiotics of natural language.' Part Three presents specific techniques of handling knowledge in medical and psychological systems by means of computers, techniques which are of particular value to anyone concerned with the construction of a medical system. In the opinion of this reviewer, the book also has value for all of us in the social sciences who attempt to build expert systems in domains which are vague and uncertain and that, in general, suffer from the same fuzzy and indefinite characteristics as those displayed by all functional structures of human behavior. As the Table of Contents classified according to the various disciplines which might be interested in this book reveals, readers from AI,

Psychology, Systems Science, Computer Science and Mathematics as well as those from Philosophy of Science and related fields will find some food for thought in this volume. Abacus Press has made considerable progress from previous volumes by changing their type, as well as modernizing their cover and greeting us to lively colors instead of their traditional insipid green jacket.

Their three-book series: (1) *Cybernetics and Systems*, (2) *Information Technology and Systems*, and (3) *Computer Science* are certainly blazing new trails.

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I.I. MITROFF and R.H. KILMANN
Corporate Tragedies. Product Tampering, Sabotage and other Catastrophes
 Praeger, New York, 1984, 140 pages.

R.H. KILMANN
Beyond the Quick Fix
 Jossey Bass, San Francisco, CA and London, 1984, 300 pages.

N.M. TICHY and Mary A. DEVANNA
The Transformational Leader
 Wiley, New York, 1986, 306 pages.

It should not surprise us to find that Mitroff and Kilmann's book has an early copyright date of 1984 when product tampering and terrorism were not as widespread as today. These authors have always been pioneers, and this book shows their vision. They make four essential points. They state that, in every case,

- (1) We know more than we think and less than we would like.
- (2) New times require some entirely new ways of imaging the world,
- (3) We must resist the individual and organization's desire to resist thinking about the unthinkable, and
- (4) Thinking about the unthinkable must be

part and parcel of an ongoing, continuous strategic organizational process.

To effectively deal with the critical problems that we face, the authors use a D. Yankelovich's [4, pp. 271–272] quote attributed to Adam Smith: In organizational decision making we must refrain from (a) 'solely measuring what can be easily measured'. It is a very limiting strategy; (b) 'to disregard that which can't be measured or give it an arbitrary quantitative value'. it is 'artificial and misleading'; (c) 'to presume that what can't be measured easily really isn't very important. This is blindness'; and (d) 'to say that what can't be easily measured really doesn't exist. This is suicide'.

One can get a valid overview of *Corporate Tragedies* by perusing the chapters heading which read as follows:

Chapter 1. What Kind of World Is It Where Even Pickles Aren't Safe Anymore.

Chapter 2. Why Our Old Images of the World Don't Work anymore.

Chapter 3. The Failure of Education; If They Can't Be Radically Reformed, Then Business Schools Should be Abolished.

Chapter 4. The Loneliness of the Psychopath: What Business Schools Fail to Teach About Human Behavior Can be Deadly to Your Organization.

Chapter 5. Culture Shock: How cultural Norms Can Keep an Organization in the Dark Even When Everything Else has Changed.

Chapter 6. Elementary Coping.

Chapter 7. Advanced Coping, and

Chapter 8. Essential Lessons.

It is important to note that Mitroff and Kilmann refrain from making check lists of what the corporation should or should not do to handle the rough times ahead. Rather, they show that what we are lacking most in the corporate environment are: (1) the power to conceptualize situations such as terrorism and tampering, as families of organizational catastrophes, and (2) the ability to raise the level of dialogue at a high enough level of abstraction so that we can not only describe these events, but explain them and then predict them. Unfortunately, these reasoning processes are not common in the corporate environment and raises doubt that we will ever be able to cope with these

upcoming 'tragedies'. We are thankful to these authors to lead the way to improving our capabilities to do so.

In *Beyond a Quick Fix*, Kilmann continues the work started in *Corporate Tragedies* by warning us that 'the system of organization invented by mankind generates complex problems that cannot be solved by simple solutions'. According to Kilmann, the only alternative is to develop a 'truly integrated approach – a complete program for managing today's organization' – one which can create and maintain organizational success. The author advocates a program which consists of five tracks: (1) the culture track, (2) the management-skill track, (3) the team-building track, (4) the strategy-structure track, and (5) the reward system track. It goes without saying that any of the tracks implemented without the others will hamper efforts to improve performance and morale: 'Lasting success can be achieved only by managing the full set of five tracks on a continuous basis. The five tracks, in contrast to "a quick fix", must be integrated in a carefully designed sequence of action.' This book was written to counteract the tendency of corporate America to offer and implement fragmented and piece-meal solutions to performance problems. No single approach will work by itself, only a concerted orchestrated approach to organizational success will succeed.

The Transformational Leader deals again with the favorite subject of what can be done to revitalize American industry in the light of its failure to cope with foreign competition. Many books reviewed in these pages have dealt with this issue. (See for instance *HSM* 6 (1986) 87–88). In this new text, the authors bring fresh evidence to the proposition that what we need to solve the problems of corporate America is new leadership. They visualize the needed corporate transformation as 'a drama that can be thought about in terms of a three-act play':

- Act I: Revitalization – Recognizing the need for change.
- Act II: Creating a new vision, and
- Act III: Institutionalizing change.

The authors use real-world examples to illustrate cases where leaders are 'involved in the

tough, grueling, gut-wrenching challenge of trying to transform companies, save employee jobs, and strengthen the fabric of society'. Yes, the book deals with leadership and how it has been used as an effective tool to overcome change, to diagnose problems, to create a motivating vision, to mobilize commitment, to get people to 'sign on to the organizational mission', to reweave the social fabric and thus institutionalize change. The book mixes the anecdotal with the historical and with the case study. It is lively and down to earth. While not in the category of Peters and Waterman's *In Search of Excellence* [3] it attempts to bring the same approach to encourage the corporate leader to fulfill its role as America's Messiah. There are many interesting passages such as the following which will catch the reader's attention: In trying to explain what organizational renewal involves, the authors resort to define paradoxes. A paradox, involves 'contradictory, mutually exclusive elements that are present and operate at the same time'. The paradox of renewal is that it involves, at the same time, 'creative destruction and disintegration'. 'Fundamental change for people and organizations requires exchange'. 'People have to unlearn and relearn, exchange power and status, and exchange old norms and values for new norms and values' ... 'there are costs and benefits'. 'Transformational leaders are able to empower others to endure the costs of change and be renewed with the new beginnings'. 'The paradox of renewal is captured in the cliché: "no pain, no gain".'

The book goes on to describe the characteristics of self-renewing organizations, the characteristics of transformational leaders, their lifestyles, their aspirations, the powerful lessons from history. The authors confess to have borrowed the concept of transforming leadership from J. MacGregor Burns's book *Leadership* [2]. They have done a creditable job of modernizing Burns's study which primarily focused on political and religious leaders, and to recast it in the setting of the modern corporation. When we referred above to the subject of paradoxes, we were reminded of Manfred F.R. Kets de Vries's treatise on *Organizational Paradoxes. Clinical Approaches to Management* [1]. In this now probably forgotten little treatise he covered the dilemmas and paradoxes which plague organizational life and its leaders. Daily, managers are confronted with paradoxical encounters which

baffle rational decision making. Paradoxes raise puzzling questions about the conduct of interpersonal relationships in the corporation. Paradoxes are also the sort of situation to which Mitroff and Kilmann referred obliquely in their *Corporate Tragedies*. 'You are damned if you do, and damned if you don't'. There is no question that, to cope with the turbulent environment in which the enterprise evolves, the modern corporate leader must reformulate his/her entire way of thinking.

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- [4] Yankelovich, D., *Supermoney* (Random House, New York, 1972).

A. WICKHAM and S. COIGNARD
La Nomenclature Française. Pouvoirs et Privilèges des Elites
 (The French Ruling Class. Power and Privileges of the Elites)
 Pierre Belfond, Paris, 1986, 468 pages (in French).

Why would a book on the French Ruling Classes be of interest to our readers? I believe that, as our planet becomes smaller and smaller, it becomes all the more imperative to learn about the intricacies of other systems of government, including details about their interrelationships with industry, economics and politics.

The behavior of the French government and of French industrialists has always been a source of puzzlement to the U.S. However, in the last few years there has been a concerted effort on the part of the French industrial sector to move closer to the U.S. model and, consequently, to adopt some of the progressive methods which have char-

acterized the advanced of high technology in the U.S. Of course, this is a world competition, and not one which only involves the U.S. and France.

What does the word 'Nomenclature' mean? As the authors indicate early in their treatise, it is a label borrowed from the U.S.S.R. where it refers to the Ruling Class and their privileges. In this treatise, the authors try to use this label somewhat facetiously. However, the picture which they draw is fascinating and provides an exciting glimpse in the inner workings of French society. It takes us in the hallways of meetings and parties where the high priests of government circulate, where the directors and magnates of industry (with or without fortune) and the professionals of the grandes Ecoles, together with the ministers and their staff, live and dance ...

How do they live? How much do they earn? How are the important decisions taken? What is the nature of the networks to which these people belong to be influential? In a way, the influence which the contemporary French Ruling Class exercises nowadays, is not very different from that exercised by the Kings of France three hundred years ago.

In one chapter, we read about the dynasties of technocrats constituted by the graduates of the Grandes Ecoles which were founded by Napoléon and which are the bedrock upon which the whole system rests. They are the educational establishments that provide the directors of the most important private and public enterprises of the country. The esprit de corps which reigns among their graduates is reinforced by the small size of each graduating class. As the authors note:

'The conviction to belong to the elite of the elites and the small size of each graduating class, all of its members, whatever the sector in which they exercise their talent, always remain in contact with each other ... It is a system of influence which is handed down like the that of Sicilian godfathers ...'

We recall that the French tried to change the present system during the 1968 Revolution which started in the Paris Left Bank, as a demonstration of democratic power against the Ruling elites. In spite of an attempt by de Gaulle to change the system it has not changed much. We must admit that after 1968, a vast system of new and modern universities was created. However, the resources which they can use are still meager compared to that which benefits the Grandes Ecoles. Whereas

the system of Education has been democratized and every one in France can now enter a university, the important firms would still rather recruit graduates from the Grandes Ecoles than from the universities. The graduates of the latter are still second class citizens and will remain so for the rest of their lives.

We recommend this book to all those who are francophiles and who would like to learn more about the fascinating lives of the privileged in France. We always thought France to be democratic and pluralistic. Working and living there will dispel some of these impressions. This book is a must to understand how the system really works. It is indispensable to all those who intend to do business in France. It gives a glimpse of a closed system which operates like a private club, and to which only the chosen few are allowed to join.

This book is presently a best-seller in France. It is written in a lively style and can probably be read by some of our readers whose mother tongue is not necessarily French.

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C.V. NEGOIȚĂ

Pullback

Vantage Press, New York, 1986, 94 pages.

This is an unusual book given this author's previous work. (See [2,3].)

The key to understanding the meaning of the text is in the title. 'Pullback' is an accepted term in the Theory of Categories. It denotes a 'construction'. In the last twenty years, the author has been attempting to model knowledge processes that are able to explain the proper dimension of a thinking subject. Briefly, any concept or theory (from the Greek word 'vision') can be seen as an object in a category. The knowledge process is a broadening of vision, due to a movement in this structure.

Negoită received his inspiration to conceptualize the idea of *pullback*, while trying to explain the process of vision enlargement to students in a

seminar on Systems Theory held in New York. He needed an example of Knowledge Engineering outside the field of Computer Science.

The book proves that the part can include the whole, like the galaxy is included in the supergalaxy. It also proves that a literary text can be built according to a predetermined structure. Furthermore, it proves that attempts such as Hofstadter's *Gödel, Escher, Bach* [1] can be seriously extended. Finally. It proves that the scientific mind is able of accomplishing a literary achievement, that between the spirit of geometry and the spirit of finesse there are no boundaries, a truth that Borges proved decades ago.

I am certain that this path will soon be followed by others. The reader will enjoy the experiment of finding a hidden structure in a story. Negoită has pulled a fascinating 'tour de force'.

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Barbara A. GUTEK

Sex and the Workplace

Jossey-Bass, San Francisco, CA, 1985, 216 pages.

Joseph S. JOHNSTON, Jr. and ASSOCIATES

Educating Managers

Jossey-Bass, San Francisco, 1986, 242 pages.

C. BROOKLYN DERR

Managing the New Careerists

Jossey-Bass, San Francisco, CA, 1986, 288 pages.

Arthur C. BECK and Ellis D. HILLMAR

Positive Management Practices

Jossey-Bass, San Francisco, CA, 1986, 238 pages.

These four books encompass a broad range of current management topics that present both challenges and opportunities to today's organizations. In *Sex and the Workplace*, Barbara Gutek investigates the effects of sex at work, on individuals, and on organizations. Gutek contends that sex at the workplace is a definite problem, and in fact is a problem for up to half of all workers. The book seeks to elucidate two issues:

- (1) How and why sex becomes a tangible problem for individuals and organizations, and
- (2) What are the subtle effects of sex on organizations and individuals, i.e., reactions to others, how individuals view themselves, etc.

Gutek's central theme is that each of us has a sex role we are expected to adopt, and that these sex roles 'spill over' to work roles. This 'spill over' shapes the work experiences of both sexes and creates problems for workers and organizations. To remedy this situation, Gutek suggests ways to modify attitudes about sex in the workplace, discourage harassers, establish policies and procedures that eliminate sexual harassment and promote professional behaviors at work.

Gutek provides a historical overview of how individuals have addressed the issue of sex at work. She then examines the extent and frequency of social-sexual behavior, followed by a discussion of the characteristics of harassers and the reactions of the victims of harassment. The final chapters investigate the role of the workplace in people's experience, and concludes by examining the hypothesis that sex segregation at work leads to sex role 'spillover' and to sexuality in the workplace.

'What can be said about the relationship between liberal education and business? Are liberally educated managers more effective managers? If there is an unfilled need for liberally educated managers what changes must be made in business and higher education – before it can be met?' In his book *Educating Managers*, Joseph S. Johnston, Jr. addresses these and other related topics.

Johnston supports the position that business has a critical need for liberally educated managers. In today's world, the broad and varied responsibilities of a manager are well met by an education in liberal training that provides strong management

skills, decision-making and problem analysis skills, and creativity. Through personal experience and interviews with key executives Johnston demonstrates how liberally educated managers will meet businesses' current and future needs. Along with these subjective views, Johnston presents empirical evidence of the actual performance of liberally educated as a class of corporate managers.

The book attempts to clarify and strengthen the connection between a liberal education and its relevance to management. Johnston feels that reform is required in three environments:

- (1) Business itself – recruitment and management development programs need to be strengthened,
- (2) Business schools, and
- (3) Arts/Sciences where curriculum/extra-curriculum offerings need to be improved.

The steps required to implement these reforms are discussed.

Managing the New Careerists examines the fallacy of the statement 'everyone wants to get ahead and climb the corporate ladder', which has led to the mismanagement of people, decreased productivity and morale, and increasing internal conflict and politics that disrupt the organization.

Derr identifies five distinct career orientations among today's employee and the needs, talents and values of each group of new careerists. He states that actual career orientations can be used to improve employee–job matches, increase productivity, minimize political game playing and reduce turnover.

Derr believes that the basis for these new career orientations is a shift towards pluralism – the work force is diversifying – more types of education, more varieties of families, more political interest groups, etc. This pluralism produces a variety of motives that underly a worker's behavior. To maximize organizational effectiveness, the discrepancy between what the employee wants and what the organization needs must be minimized.

Although the book is written primarily for managers to understand the different objectives, strategies and tactics of workers, it will also help people reach their objectives of career success. For this purpose self-tests are provided.

Positive Management Practices looks at the age old problem of applying theory in everyday situations. Beck and Hillmar feel that most managers do not know how to apply management practices everyday and have written a 'how to' guide for implementing practical and effective management approaches.

The authors develop the idea that if managers can create a positive organizational environment, commitment to management objectives and strategies are more likely to follow. Most management books focus on managerial and organizational concepts and say little about the personal qualities of a successful manager. Beck and Hillmar wrote this book to make managers more aware of the benefits available from managing in a way that develops positive attitudes and behaviors.

The authors first discuss the importance of personal and organizational values and their influence on behaviors. Setting goals and articulating them is followed by a discussion of the benefits of clarifying employee rules and responsibilities, so commitment and motivation are more likely to follow. The book's emphasis on 'people' is brought out in the sections on attitudes and cultural norms, specifically methods to change negative ones.

To assist managers in these areas the authors describe how to manage positively – holding people accountable, yet still be supportive. The book concludes with a section on the manager himself. The authors discuss how to overcome internal barriers, manage stress, and how to implement the tools and techniques discussed in the prior chapters.

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Ryushi IWATA
Japanese-Style Management: Its Foundations and Prospects
 Asian Productivity Organization, Tokyo, 1982.

Japanese management – is it cultural based and unique to Japan or can this form of management

be transplanted to other cultures? This question has become of significant interest to Western management since Japan has been extremely successful in penetrating Western markets in a very short period of time. Has Japan developed a unique management style which can only exist due to its culture? Is this style of management so entwined with Japanese culture that it cannot be used in other cultures, or can Japanese style management be used successfully in Western countries? Can the complete management concept be migrated or can only certain areas be used and if so which ones? These are just a few of the questions now being asked by Western experts.

Ryushi Iwata, professor of Economics at the Musashi University in Tokyo and recipient of Cultural Award for Economic Publications for his first book *Formative Principles of Japanese-Style Management*, looks at the question from his vantage point as an economist and from having studied American management practices at John Hopkins University and the University of Illinois. Through his first hand knowledge as an employee for four years in a Japanese enterprise and his studies of American management, Professor Iwata attempts to explain many of the reasons why Japanese-style management has evolved and if this form of management is transferable to other cultures. With the use of history and real-life examples, Professor Iwata attempts to show that Japanese management has deep roots in the culture and way of life in Japan.

Professor Iwata puts forth the idea that there could not be a universal management system. He feels that each culture provides certain characteristics which will not fit into this universal management theory. Throughout his book Professor Iwata has voiced the opinion that much of Japanese-style management is based upon the culture of Japan. He advocates that had it not been for the particular cultural traits of Japan much of what we now call Japanese-style management would not exist. Much of what we relate to Japanese management – such as life-time employment, group-oriented mentality, relationship with time in the work place, age-grade pay system and many more – all relate to the culture of Japan.

Professor Iwata goes into great detail on how Japanese culture has played a large part in the style of management now present in Japan. He delves into Japanese awareness of responsibility

and authority and how this differs from that of the American perspective. He states that in Japan individual responsibility is obscured and that as one becomes part of a group the responsibility is shared amongst the group. It is the group which becomes most important and the success of that group, instead of the individual, is of paramount importance. It is the success of the group which he feels contributes to the fact that it becomes an obligation of the stronger to help the weaker people within the group, thus providing unity of purpose of the entire group. As he states, 'When the weaker element in the group is in trouble or placed in an awkward situation, it is considered natural in Japan that he or she seek succour, and that the "stronger" will be considered as being "irresponsible" should be not respond to and take appropriate measures.' He feels that this form of group allegiance is unique to Japan and does not play as significant role in the West.

A point which Professor Iwata brings up is the question of time in the work place between Japan and America. He states that the Japanese are not as preoccupied as Westerners concerning time in the work place. He points out that unlike Japanese, Americans have a dislike of working overtime, to the point of stopping a job in midstream because it would run into overtime. 'Whether he is half way through a calculation, or half way through a letter, or even ninetenths through the task he stops and leaves. I even saw people leave in the middle of spelling out a word.' He feels that the Japanese are more flexible with regards to work; they let the situation determine what the job is. This different attitude towards time has a diffident effect upon productivity. He states that this flexibility is derived from certain traits of the Japanese race. Professor Iwata feels that their sharp perception of the situation allows them the ability to handle each situation as it arises. I have a hard time placing credence to the fact that flexibility deals with a certain race, but I do agree whole-heartedly with regard to Americans' dislike to work overtime. We see it all around us, every working day, the need to rush out of the office at quitting time. Without a doubt this has got to affect productivity.

Professor Iwata addresses the issue of efficiency of the Japanese organization. He feels that the natural competition of the Japanese enhances the efficiency of the organization. Through the use of

groups competing with each other, business objectives are attained. He gives an example of children who were having trouble learning English. By placing the children in groups and using competition between groups as a driving force, the whole class performed much better. This group competition must be used in an intelligent manner, because if used wrong it could lead to dissent between groups. Professor Iwata had found this to be the case in many Western countries. Another factor which helped efficiency was that of flexibility of the Japanese worker. He feels that since job specialization is not a dominant form in Japan, and most workers have moved from job to job, the ability to fill in for another worker enhances the efficiency of the organization.

Professor Iwata deals with the future of Japanese-style management. He does feel that as the economy of Japan changes so must certain aspects of their management style. He is concerned with the question of life-time employment. He addresses this with a solution which has already started occurring in Japan, that of what he calls 'spin-out' industries. The larger industries creating smaller companies and feeding out work to them. He is also concerned with the tendency towards limited management positions. He deals with this question in a manner which seems very similar to many industries in America, that of mandatory retirement for senior executives. Professor Iwata gives us insight into what he feels will be the shortcomings of Japanese management and offers some very insightful ways of answering these shortfalls.

Japanese-Style Management: Its Foundations and Prospects was translated from Japanese to English. Due to this there are certain points which Professor Iwata brings out which are difficult to follow. It is understandable that certain phrases and words just cannot be translated, but I feel that this is a minor inconvenience to reap the benefits of this book. Professor Iwata has been able to compensate for this through the use of examples and real-life situations. The book is well documented and draws heavily from other Japanese thinkers. There are some discerning ideas put forward in the book, the major being the heavy reliance on the fact that the complete Japanese-style management is derived from the culture of Japan. Culture may have some influence in the area of management, but not as

strong as Professor Iwata would have us believe. I feel that management systems are shaped by many external factors, not just culture. Professor Iwata did not address the effect of environment and timing. We have seen in our own history as external factors changed so did the system, not always for the best. When we read this book we must take from some of the very poignant arguments which Professor Iwata puts forth and examine them and learn from them. There are many things which we can gain from this writing and put to good use. This book is excellent reading, assuming that one maintains their objectivity.

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Other books received and available for review:

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