

## ■ Contents Reviews

*In Search of Management: Culture, Chaos and Control in Managerial Work.* By Tony J. Watson. Published by Routledge, London, 1994, 272 pp., £40.00 (hardback), £12.99 (paperback), ISBN 0 415 09230 2 (hardback), 0 415 09231 0 (paperback)

### PUBLISHER'S COMMENTS

Chaos and control, competition, survival, competencies, empowerment, culture change: these are the types of issues managers constantly face. In searching for an understanding of management amongst managers themselves, Tony Watson draws a vivid picture of the way managers shape their own lives and identities at the same time as shaping the organization's work activities. Through close participative research, the rewards and pains of managing in a changing world are strikingly revealed. This will be of great interest to those in managerial careers, those taking MBA and other management qualifications and all of those fascinated by life in modern organizations.

- Chapter 1 Managing and Making Sense: Culture, Control and Dialogue
- Chapter 2 Management: An Activity in Search of Itself
- Chapter 3 Managers in Search of Themselves
- Chapter 4 The Organization in Search of Itself
- Chapter 5 Strategy and Culture in Practice: A Tale of Two Rhetorics
- Chapter 6 Means, Ends and Going Around in Circles
- Chapter 7 Managing Management: Theory, Practice and Emotion
- Chapter 8 Managing to Manage: Language, Humour, Gender and Home
- Chapter 9 Culture, Competence and Keeping Faith

*The Practice of Operational Research.* By George Mitchell. Published by John Wiley &

Sons, Chichester, 1993, 256 pp., £24.95, ISBN 0471 93982 X (hardback)

### PUBLISHER'S COMMENTS

In this book operational research (OR) is viewed as helping to solve the problems facing an organized group by applying the methods and approaches used by scientists. George Mitchell, who has spent over 30 years in the practice and management of OR, describes and discusses OR and the process of carrying it out.

The book illustrates how, to be done effectively, OR entails not just using the methods of science but also acquiring and taking into account an understanding of the organized group for and with whom the work is being carried out. It also shows how the methods may be purposefully applied within particular contexts.

The discussion of the nature of OR, the methodological issues and management of OR draws on the author's own experience. Richly provided with case-based and other exercises, the book aims to stimulate the reader to reflect constructively on personal or reported experience of the practice and use of OR, and hence to become more effective at both.

The volume will be valuable to students in OR, management science and business administration, and to others contemplating careers in management or in management consultancy and similar occupations. Those already involved in OR, or like activities either as practitioners or clients, will also find the book rewarding.

- Chapter 1 Help
- Chapter 2 Science
- Chapter 3 Organised Groups
- Chapter 4 The Nature of Problems
- Chapter 5 Operational Research
- Chapter 6 Defining Problems
- Chapter 7 Data Collection and Analysis
- Chapter 8 Models
- Chapter 9 Making Choices
- Chapter 10 Implementation and Solutions
- Chapter 11 Some Organisational Aspects of OR