

reward being used in its widest context, not merely financial, but with psychological and emotional elements, through recognition, praise, supportive action, promotion, etc. The key management principle is 'Things that get rewarded get done.' The book deals perceptively with what should, and who should not, be rewarded; with an emphasis on solid solutions rather than quick fixes. The subject is a critical element in strategic thinking, yet how often are people—and these elements—really considered in strategic planning?

In marked contrast to the focused, written for managers, approach taken above is *Continuous Development: The Path to Improved Performance*, SUE WOOD (ed.), Institute of Personnel Management (August 1988), 192 pp., £9.50. Although full of well-meaning sound common sense, the approach and presentation appear to be more concerned with academic credibility and thoroughness, rather than managerial usefulness. However, the material is relevant to the specialist and the 12 case histories, including Austin Rover, The Bank of England, Nabisco and Toshiba, have all been beneficially inspired by the Continuous Development philosophy. Again it is worth emphasizing that people, their organization and motivation, are rarely given the priority they deserve in strategic thinking.

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*Technological Development*, DALE LITTLER, Philip Allan Publishers (1988), 195 pp., £17.50 (hardback), £7.95 (softback).

This book explores the causes and nature of technological change and how it affects so many areas of business activity. The author provides a valuable general introduction to an important subject; although aimed primarily at the student market, with a series of Study Questions at the end of each section. Several chapters (particularly 'Technology and Corporate Development' and 'The Management of R & D') could be used on internal corporate training programmes.

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*The Dekker Perspective*, D. OVERLEEF and L. E. GROOSMAN, Graham and Trotman (1988), 196 pp., £17.50.

The Dekker Perspective collects together his hardhitting opinions on key issues such as:

- ☆ The importance of the electronics industry in the transition from a post-industrial to an information society.
- ☆ The threat to the European electronics industry posed by Japanese and American competition.
- ☆ The need for a unified European market as the only way for Europe to maintain its own electronics industry.
- ☆ The major factors which should shape the strategy of the modern European electronics industry.

Dr Wisse Dekker was the head of Philips for a number of years and is one of the best known Dutch businessmen on the international scene, and this book provides useful background and insights to the debate about the future of European business.

*Sales Growth 1000 and Profit Growth 1000*, ICC Business Publications Limited (1988), Combined price £176.00, free of VAT.

Companies included in these reports represent the cream of U.K. firms in terms of sales and profit growth over a 3-year period. The top performing companies come largely from sectors which are indicative of the new economic base which has been evolving over the past decade. The two volumes contain much valuable data, but its presentation leaves much to be desired if it is to be widely used by management, rather than reluctantly referred to by overworked researchers.

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*Effective Communications for Professionals and Executives*, PETER BOWBRICK, Graham and Trotman (1988), 135 pp., £27.50.

A key skill. And this author shows how to persuade, how to write reports that will get action and how to write academic papers that will be published—and read! How to give talks and write CVs! Mostly basic, sensible advice but it is embarrassing to see how nearly always the presentation of materials by U.S. publishers is much more effectively organized to be read by the busy manager. It is almost as if U.K. publishers view their market more in traditional terms of the professional/academic—unfortunately!

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*Training and Development*, ROSEMARY HARRISON, Institute of Personnel Management (August 1988), 373 pp., £14.95.

Explores the crucial topics of Managing the organization as a learning system; with the appraisal and continuous development of all its members and learning, being an organizational, as well as individual, responsibility. The book combines theory and practice, dealing with such issues as the roles of those responsible for learning in the workplace, and the political skills they require; as well as how to organize the training function and manage training resources; and how to design, run and evaluate learning events. There are no simple answers but students and trainers are helped to develop their own insights and knowledge through a wide range of exercises and activities, including many real life case studies. Again, unfortunately, designed more for the professional rather than the busy manager.

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*A Restatement of Economic Liberalism*, 2nd edn, SAMUEL BRITTAN, Macmillan Press (September 1988), 346 pp., £29.50 (hardback), £9.95 (softback).

The author is one of Britain's leading economic commentators and the first edition of this book (in 1973, under the title of *Capitalism and the Permissive Society*) was considered as a spirited defence of capitalism aimed at radicals who valued personal liberty above conformity and authority. The ideas are of even greater relevance today now that the political debate centres more on the uses and abuses of both market and government intervention. Brittan argues that 'the right kind of market economy can be an instrument of human freedom and a way of satisfying human wants. The difficulties that have emerged are often the result of not making enough use of market forces, or one-sided use of them, despite all the rhetoric in their favour. Moreover, a great deal of attention is required to provide the right kind of framework—especially the