

effective manner, I recommend this book as providing a clear perspective of strategic management.

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Reference

1. G. JOHNSON and K. SCHOLDS (1984) *Exploring Corporate Strategy*. Prentice Hall, Englewood Cliffs, New Jersey.

Supervisory Management: Principles and Practice (3rd edition)

DAVID EVANS

Cassell, London, 1992. xv + 659 pp. £14.99

ISBN 0 304 32296 2

The future role of the foreman or supervisor seems to have been under continual review for decades. Current innovations in integrated manufacturing teams are once again throwing into question the nature and future viability of the role. In this revised edition of a well-used textbook, David Evans rather side-steps such questions but he manages to produce, nevertheless, an excellent standard text which is very good value for money.

Supervisory Management: Principles and Practice is a clear, practical and extremely wide-ranging introduction to the subject of supervisory management. In its 36 chapters the book ranges from a review of organization and management theory to a host of specific management and supervisory 'competencies'. Along the way it takes in side-tours to destinations such as workforce planning, recruitment and selection, induction, appraisal, employment law and industrial relations. The final section, impelled by the NVQ movement, concentrates on the theme of 'competencies' and focuses-in on project planning, time management, leading a team and making a presentation.

The book is a good basic introduction to many aspects of the field of 'management'. It is systematic and concise, despite its vast scale—the sheer bulk being due to its scale of topic coverage. There are useful review questions and short cases to accompany every chapter.

A receptive audience will undoubtedly be found among students from a range of courses and disciplines. Busy lecturers will also find that they can benefit from it—I will certainly find it useful for providing brief introductory summaries on a whole range of popular management topics.

JOHN STOREY

Kaizen: The Right Approach to Continuous Improvement

KEN C. E. LEWIS

IFS International, Bedford, 1995. 39 pp. £22.95

ISBN 1 85907 021 3

When I first considered reviewing this volume I had hoped for a detailed history of Kaizen leading to case studies of implementations and maybe a do-it-yourself guide. On first sight of the volume I worried that an A4 format, softback, of 39 pages would be something like a 'one minute' management eulogy, which at its price would be a ridiculous purchase—I was most surprised!

This volume stems from the experiences of one man—Ken Lewis, Managing Director of Dutton Engineering. This firm is a key member of the British Quality Foundation. They achieved BS5750 in 1984 and won the 1994 UK Enterprise Host Company Award. The firm is thus used to striving for quality. Nevertheless, he explains clearly how he implemented and nurtured the process of Kaizen in his enterprise and suggests most firms could benefit from this process. His firm has only 26 employees so most staff know each other (yet this is a basic sociological aspect in even the largest organization—we know only those with whom we have most contact). Thus, says Ken, large firms should be able to achieve the same success as Dutton Engineering by building Kaizen into day-to-day work processes. This, however, must not be seen as a process of copying the Japanese, but one of supporting the natural creativity of individuals for the benefit of themselves and their firm.