

£22.50. Very readable and relevant. Pity not available as a cheap paperback for widespread distribution? The learning gap can be partially filled by *The Theory of Learning Strategies: an Introduction*, JULIE COTTON, Kogan Page (1995), 156 pp., £14.95; *Bring Learning to Life: the Learning Revolution, the Economy and the Individual*, edited by DAVID C. A. BRADSHAW, The Falmer Press (1995), 200 pp., £14.95 (pb), £38.00 (hb) and *When Teaching Becomes Learning: a Theory and Practice of Teaching*, ERIC SOTTO, Cassell (1994), 240 pp., £14.99.

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*Strategic Human Resource Management*, OLIVE LUNDY and ALAN COWLING, Routledge (1996), 400 pp., £40.00 (hb), £12.99 (sb).

A strategically managed human resource function within a company is a key part of making a business successful, and this volume provides a useful (UK based) textbook which attempts to integrate developments on both sides of the Atlantic. Another collection of (UK) views is contained in *Strategic Prospects for HRM*, edited by SHAUN TYSON, Institute of Personnel and Development (1995), 294 pp., £19.95. A specialized (distilled from a doctoral research project) case study of two companies, Lucas Industries plc and Robert Bosch GmbH, (comparing UK and German cultures) is contained in *Technology and Human Resources in their National Context: a Study of Strategic Contrasts*, REBECCA HARDING, Avebury (1995), 243 pp., £35.00.

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*Strategic Organizational Diagnosis and Design: Developing Theory for Application*, RICHARD M. BURTON and BORGE OBEL, Kluwer Academic Publishers (1995), 461 pp., £61.25.

Describes (in a well presented form) good organizations and prescribes good organizational design, accompanied by a computer-based expert system. Heavy going at times but worth it. Another, more readable, survey of the issues is contained in *Riding the Wave: Designing Your Organization's Architecture for Enduring Success*, KEITH MERRON, Van Nostrand (1995), 448 pp., £22.50. Always worth reading is CHARLES HANDY, and his collection of 35 pre-

viously published short articles in *Beyond Certainty: the Changing Worlds of Organisations*, Hutchinson (1995), 214 pp., £12.99, is no exception.

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*Managing the Multibusiness Company: Strategic issues for Diversified Groups*, edited by MICHAEL GOOLD and KATHLEEN SOMMERS LUCHS, Routledge (1996), 459 pp., £47.50 (hb), £16.99 (sb).

Seventeen useful (classic) articles on the key strategic issue for multibusiness companies, including resource allocation problems, the creation of synergy (not enough on diseconomies?), acquisitions, diversification and head-quarters contribution. The more change the greater the challenges for the giant multinationals in adding value that provides a significant competitive advantage. Far from easy, especially for those who have not read books such as this—and applied the knowledge gained! One special challenge for corporations is discussed in the 22 papers in *Facing Public Interest: the Ethical Challenge to Business Policy and Corporate Communications*, edited by PETER ULRICH and CHARLES SARASIN, Kluwer (1995), 274 pp., £69.00. Volume 8 in an "Issues in Business Ethics" Series (pity no index).

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*Managing Consultants: Consultancy as the Management of Impressions*, TIMOTHY CLARK, Open University Press (1995), 152 pp., £40.00 (hb), £12.99 (sb).

A book that should be read by all consultants and those using them. Although the author might have found it easier to put over his core message if he had focused on 'Value' rather than 'Impressions', including the use of the word in the title? The real world of consultancy is penetratingly revealed in *Consultant's Journey: a Professional and Personal Odyssey*, ROGER HARRISON, McGraw-Hill (1995), 200 pp., £19.95. The author is one of the leading thinkers in the field of organizational development over the past 30 years, and serious students (or practitioners) of consultancy would find it is also rewarding to read *The Collected Papers of Roger Harrison*, ROGER HARRISON,

McGraw-Hill (1995), 422 pp., £24.95. One special topic area is covered in a quasi novel format (the story of how Neil Johnson turned his company round) in *Becoming the Best: How to Gain Company-Wide Commitment to Total Quality*, BARRY POPPLEWELL and ALAN WILDSMITH, Gower (1995), 150 pp., £25.00 (Also contains a useful additional 32 page audit questionnaire that enables you to assess the strengths and weaknesses of your own organization. Pity the novel part was not available as a cheap paperback, which would be handy holiday read.) A reference volume for the technical (nothing on people and learning!) aspects of the subject are covered in *100 Methods for Total Quality Management*, GOPAL K. KANJI and MIKE ASHER, Sage (1996), 237 pp., £14.95. Another basic introduction is: *The Perfect Consultant: All You Need to Get it Right First Time*, MAX EGGERT and ELAINE VAN DER ZEIL, Arrow Business Books (1995), 115 pp., £5.99. All consultants would also benefit from reading *Why Your Corporate Culture Change Isn't Working... And What to Do About It*, MICHAEL WARD, Gower (1995), 149 pp., £12.95 (pity no index, but easily read from beginning to end).

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*The Changing Shape of British Science*, J. SYLVAN KATZ, DIANA HICKS, MARGARET SHARP and BEN R. MARTIN, Science Policy Research Unit, University of Sussex, (1995), 126 pp., £15.00.

Based on a detailed analysis of the Bibliometric Evaluation of Sectoral Scientific Trends, covering 11 years of UK scientific publications recorded in the 3500 publications in the *Science Citation Index*. One conclusion was that research is published by a large, diverse network of organizations, and universities have no monopoly. For a specialist market, but it is important to (somehow?) evaluate the effectiveness of public investment in this area. Some of the difficulties experienced in applying new technology in post-1945 Europe are discussed in the 19 papers in *Resistance to New Technology: Nuclear Power, Information Technology and Biotechnology*, edited by MARTIN BAUER, Cambridge University Press (1995), 422 pp., £50.00.