

comprehensive; the combination of this and the text makes for a useful reference work. But it is not a style which will immediately appeal as a course textbook.

For operational research workers, the book will have limited application. There is better than average coverage of several useful concepts which have their uses in OR and the mathematics of OR techniques. But, this material will contribute very little to the libraries of most commercial OR groups, and so the book is most likely to find a place on the reference shelves of those involved at the OR/computer science/mathematics interface, either as teachers or students.

DAVID K. SMITH

Managing in the New Team Environment: Skills, Tools, and Methods

LARRY HIRSCHHORN

Addison-Wesley, Wokingham, 1991. xviii + 101 pp. £18.90

ISBN 0 201 52503 8

This short book, aimed at managers in a business environment, is an overview of the skills and techniques required to manage successfully in a team environment.

As far as the layout is concerned, I did not find this book very good. It is divided into five very unequal chapters varying from 7 to 28 pages. The text is not well broken up and it looks indigestible. Titles/subtitles could be improved to give a better indication of the next topic, and reflect the structure of the material. I found it difficult in the two longer chapters to keep in touch with the overall structure. In one or two places I wondered if text had been printed out of order. There is no glossary, index or guidance for further reading. However, these faults, though frustrating, are not too serious. On the positive side there are good summaries for four of the five chapters and a three-page summary of the whole book.

Turning now to the content. I found the text and the many good case studies generally readable, relevant to business, and interesting.

The subtitle of the book is 'Skills, Tools and Methods' but the tools seem to be limited to a couple of pages on brainstorming and nominal group technique.

Chapter 1 is a good introduction comparing old and new philosophy on team management; that is, the effects of discovering and conforming with management requirements verses the encouragement of initiative and teamwork.

Chapter 2 discusses team structure. It explains how to manage the boundaries between the team and the rest of the organization. It also discusses the purpose of strategies, objectives, guidelines and roles of the team. It was in this chapter that I found difficulty in seeing the structure. No doubt a second or third reading would help, but it should not be necessary for a reader to have to work this hard to follow relatively simple logic.

Chapter 3, on facilitating the team process, I found both interesting and very useful. The areas covered include: generating ideas (brainstorming and nominal group technique); understanding how teams get stuck and remedial action; assessing team-generated problem solutions; and reaching agreement.

Managing the individual is the topic of chapter 4. I am not convinced that this topic should have a place in such a short book on teams! However, this topic is also well written.

The final chapter compares two possible roles (and outcomes) for the team manager—the controller and learner.

In summary, an interesting, useful and quite readable introduction to team management, with the irritation of presentation shortfalls.

TIM STAPENHURST

Numerical Linear Algebra and Optimization: Volume 1

PHILIP E. GILL, WALTER MURRAY and MARGARET H. WRIGHT

Addison-Wesley, Redwood City, CA, 1991. 448 + xvii pp. \$46.25

ISBN 0 201 12649 4

According to the authors, 'One of the major purposes of this book is to provide mathematical and analytical insights as well as computational tools that will teach the reader how to compute the