

### Book Selection

Hence this book's emphasis on the provision of adequate quantitative data is welcome. Many years ago Sir Ewart Smith of I.C.I. compared management with "driving in a fog" and this also seems an adequate description of the task of government and the civil service. In this situation we are unlikely to achieve salvation from the sudden revelation of a macro-model. Instead we must try to disperse some of the fog, by providing adequate timely data, and we must try to understand the full context of social pressures within which government and the civil service work. Such pressures form the fabric of decision-making in a democracy, with a constant tug-of-war between what people want and what they need. To what extent are our masters (who are, of course, also our servants) justified in removing the inherent contradictions between all the things we say we want, and which are so close to our hearts?

Civil government is, of course, the current growth area for operational research. A few years ago there were very few graduate scientists employed in most of the major ministries but the picture is now rapidly changing. The difficulties facing management scientists who move into government and the civil service are well illustrated in this book. I hope that all management scientists, who are sympathetic towards the development of operational research in government, will read this book. They will gain a greater understanding of the problems involved and, perhaps, a greater sympathy and admiration for those who have to deal with them.

PATRICK RIVETT

### Marketing and Higher Management.

ESMOND PEARCE.

*George Allen & Unwin, London, 1970. 250 pp. 70s.*

This is an excellent introduction to the *marketing concept*. Like so many writers, the author has a tendency to express his own views as if they were accepted by all authorities, but provided the reader recognizes this weakness, Part I can be recommended to anyone who wishes to understand the philosophy behind modern marketing. Part II is a brief description of marketing tools, but even within the limits of a non-technical text it is somewhat cursory. In the chapter on advertising research, for example, I looked in vain for the word "television".

The title of this book is interesting. Does the author believe that much of what he has to say will be news to members of the boards of British companies? If he does, and if he is correct, it is a sad reflection on their capabilities. It seems more likely that the title was chosen after correctly assessing the aspirations of new entrants to the business world. The major market for this book must lie with beginners. How better to awaken their interest than to identify them with *higher management*?

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