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# Bookshelf



## The Mentor Connection

Why do some people move swiftly up the corporate ladder while others move slowly by trial and error or stagnate in the same position for years? Michael Zey says that a mentor relationship can be the most important factor in achieving corporate success—even more important than a “highly visible” MBA. According to Zey, mentoring is a management style that benefits the mentor, the protege and the organization, and that managers who have had mentor relationships tend to be more committed to and satisfied with their work.

Zey examines the politics and personalities involved in mentoring and the relationship between mentoring and career mobility. He then outlines how to select a mentor or a protege, how to develop and maintain the relationship, how to establish goals and how to evaluate progress.

Guidelines for establishing formal mentoring programs in business are also presented, and special attention is given to the problems women face in mentor relationships. Other areas discussed are the fast track, promoting the protege, organizational benefits, the negative side of mentoring and mentoring in the future corporation. 228 pp. \$19.95. Dow-Jones-Irwin, 1818 Ridge Road, Homewood, IL 60430.

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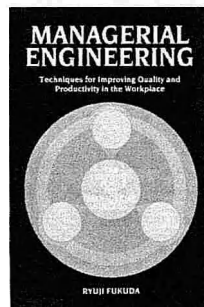
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## Managerial Engineering: Techniques For Improving Quality and Productivity in the Work Place

Ryuji Fukuda, manager of production for Meidensha Electric Company in Japan and consultant to client companies around the world, has developed a system of managerial engineering methods for improving quality and productivity in the work place.

Fukuda explains that not all Japanese firms are high performers and that his goal is not to apply a direct translation of Japanese practices to the American case: “. . . We must compare not only Japanese and foreign firms, but also successful and unsuccessful Japanese firms.” The author believes that the managerial engineering techniques presented in his book would have been impossible without three conditions: top management support for managerial engineering; the support of labor unions; and employee interest and satisfaction in creative activities.

In addition, Fukuda discusses why American companies should encourage worker group activities and participative

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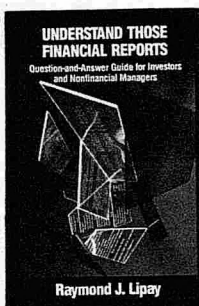
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management and why Japanese companies need to learn to be more restrained. More worker group involvement would contribute to higher productivity in the U.S., and more restricted job activities would help Japanese businesses adjust to automation and accommodate an increasingly Westernized worker population.

Chapters cover the principles of managerial engineering, reliable work, the CEDAC method, stockless production, industrial engineering improvements and situational analysis. 179 pp. \$34.50. **Productivity, Inc.**, Book Division, P.O. Box 814, Cambridge, MA 02238.



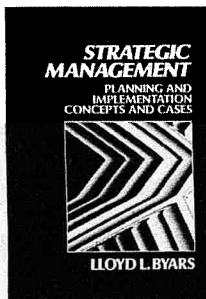
## Understand Those Financial Reports: Question-and-Answer Guide for Investors and Nonfinancial Managers

Whether you are an investor in a publicly listed corporation or a nonfinancial manager or executive, financial reports are the key source of information about the financial health of an organization. Raymond Lipay uses a question-and-answer format to make understanding the technical information easier.

Questions cover a range of topics from the basic arrangement of information on the pages of financial reports to complicated Securities and Exchange Commission reporting requirements. The questions are designed to help the reader learn to analyze financial statements, related notes and the auditors' reports that accompany financial statements. How to dig for important information in the financial highlights, president's letter and management report is also covered.

Answers are designed to turn intimidating numbers into simple language that describes a firm's performance, growth potential and direction.

Illustrations of how reports are packaged and presented to shareholders and a glossary of 100 key terms and phrases are included. 266 pp. \$19.95. **John Wiley & Sons, Inc.**, 605 Third Avenue, New York, NY 10158.



## Strategic Management: Planning and Implementation—Concepts and Cases

Lloyd Byars has designed this textbook to help students learn the skills involved in making and implementing decisions that guide the future directions of an organization. Byars begins by presenting a framework for studying the components of the strategic planning process. A visual display of the framework illustrates the interrelationships among components.

Part one of *Strategic Management* introduces and defines the major components of the strategic planning process and includes chapters on defining the organization's mis-

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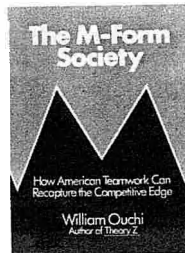
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sion; integrating mission statements, policies, objectives and strategy; and determining who is responsible for strategic management.

Part two focuses on establishing organizational objectives, identifying strategic alternatives and strategy selection. Issues that relate to these topics, such as forecasting future environmental conditions and value systems within an organization, are discussed in this section.

Part three focuses on implementation and describes processes for developing organizational structure, managing implementation and monitoring strategy effectiveness. Organizational structure options, leadership, motivation and control mechanisms are among the specific subjects addressed in part three.

Comprehensive cases conclude each of the first three parts of the book. In addition, Part four is a compilation of cases for studying the strategic management process. The cases were selected to reflect a cross section of industries and to ensure the analysis of all major aspects of strategic management. 992 pp. \$31.50. Harper & Row, 10 East 53rd Street, New York, 10022.



## The M-Form Society

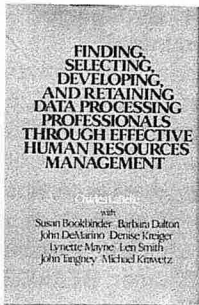
"For the last 40 years, the U.S. has enjoyed an unprecedented industrial monopoly during which our companies earned monopoly profits, labor took home monopoly wages and government extracted monopoly taxes. We scarcely noticed when the rest of the world began to catch up and offer competition," says William Ouchi. "Under a monopoly, the management can be remiss and the workers can be inefficient, yet the company will have greater sales and earnings each year." Ouchi describes this observation as "economic superstition" and explains why now is the time to reject political and economic superstitions and move ahead in a different way.

Ouchi compares the relationship between business and government in Japan and in the United States to illustrate the benefits of teamwork and cooperation. The author views M-Form, or multidivisional, companies as the strongest. In M-Form companies, division managers compete with one another, but they also cooperate to present top management with unified proposals. *The M-Form Society* attempts to apply the lessons of our largest corporations to the problems of managing a society.

Ouchi identifies three basic elements of an M-Form society and describes how they should interact to be effective. The key elements are strong interlocking trade associations that act as forces for generating business initiatives and supporting research and development; a responsive government that serves as a forum for decision making on national business issues and that implements initiatives; and the active participation of banks as

stockholders of corporations to ensure stable capitalization of business.

The sections of the book guide the reader through the definition of an M-Form society, how it works, microelectronics in Japan and the U.S., and an action agenda toward an M-Form society. 315 pp. \$19.95. Addison-Wesley Publishing Company, Six Jacob Way, Reading MA 01867.



## **Finding, Selecting, Developing and Retaining Data Processing Professionals Through Effective Human Resources Management**

The combined effect of a declining population base and continuing growth of the computer industry has put data processing professionals in an advantageous bargaining position. Today's DP professionals demand less repetitive assignments, reject old-line corporate management and insist that employers be more flexible. The questions for DP human resource professionals are, "How can you get good DP professionals when so many companies are willing to meet their demands? And once you have good personnel, how do you keep them?"

This book is intended as a practical career aid for DP human resource professionals who want to create and maintain a people-oriented organization that attracts and motivates top-notch employees. Based on techniques that have proved successful at Manufacturer's Hanover Trust, the authors describe how to: achieve and maintain data processing and human resources equilibrium; stay within recruitment budgets; cope with transfers and reorganizations; combat data processing burnout; and evaluate performance. Specific topics include organizational placement, career ladders, education, hiring procedures and environmental impact.

A team of human resource professionals from Manufacturer's Hanover Trust and two data processing/human resource consultants are the authors. They are Charles LaBelle, Susan Bookbinder, John DeMarino, Michael Krawetz, Denise Kreiger, Barbara Dalton, Lynette Mayne, Leonard Smith and John Tangney. 286 pp. \$28.95. Van Nostrand Reinhold Company, Inc., 135 West 50th Street, New York, NY 10020.



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