

Many of the principles advocated by the AT&R approach are current today—participative management, self-managed work groups and employees, outcome budgets, empowering the employee, and viewing the citizen as customer/owner. The approach presented in this volume sees participative management as the key to achieving changing organisations. The book is a must for anyone interested in developing organisations that constantly change themselves.

— Venkat R Krishnan

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Database Marketing: Know What Your Customer Wants

By I Linton, Macmillan, Delhi, 1998, pp.196, Price: Rs.130.

Direct Hit: Direct Marketing With a Winning Edge

By M Stone, D Davies and A Bond, Macmillan, Delhi, 1998, pp.316, Price: Rs.175.

Marketing Plans: With a Winning Edge

By A Hatton, Macmillan, Delhi, 1998, pp.244, Price: Rs.150.

Building Buyer Relationships: Successful Sales and Marketing in a Business to Business Environment

By D O'Reilly and J J Gibas, Macmillan, Delhi, 1998, pp.213, Price: Rs.130.

Key Accounts are Different: Solution Selling for Key Account Managers

By K Langdon, Macmillan, Delhi, 1998, pp. 244, Price: Rs.150.

Marketing as a business discipline has adapted over the years to the changing environment. Marketing as a business philosophy has continuously reinforced customer supremacy, customer and competitor orientation and interfunctional coordination. Thereby a continuity in change has been maintained. Both practitioners and academics have enriched this discipline and thinking over the years. Practitioners have not confined themselves just to action in the field and being the subject of study by academic researchers; they have proactively contributed to disseminating the knowledge and insight gained through their experience and understanding. The current set of five books on marketing by Macmillan India takes this tradition further. It is a welcome addition to the limited set of management publications which have rigour, are reader friendly and action oriented.

The first book in the series, *Database Marketing*, has twelve chapters providing a simple introduction to database marketing issues such as integrated campaigns, relationship marketing, improving customer service, sales promotion and direct marketing, including

internet marketing. The presentation of the matter is simple, well sequenced, and in question-answer format, illustrated with contemporary, relevant examples. The style of writing follows the presentation format, with bullet points. The reader would have benefitted more if these points were better elaborated. There are plenty of books available now on database marketing. While this book provides a good overview to a busy practitioner and can be of help to undergraduate level students, it will not meet the expectations of serious readers looking for conceptual rigour and technical detailing of creating and managing databases. Salesmanagers and personnel involved in direct marketing will find the book a useful manual full of tips and checklists.

The second book, *Direct Hit*, covers both the essentials and some advanced aspects of direct marketing, in twenty-three well presented chapters. Concepts are illustrated excellently with diagrams and examples. Each chapter begins with key aspects being highlighted with bullet points and ends with a summary. The conversational style of presentation, the focused and rich content, the brief yet meaningful examples which blend well with the text, make for easy reading and sustain the interest of the reader. However, a lack of elaboration of specific points is one persistent lacuna in this style of presentation.

Overall, a very useful manual on direct marketing, balancing

conceptual issues with action bias.

The third book, *Marketing Plans*, compresses and operationalises a lot of well-worn wisdom on marketing planning in a user friendly, 'how to' format. Its ten chapters are full of formats, illustrations, checklists and examples. The illustration of the importance of the three additional 'Ps': physical evidence, people and processes, in the marketing mix, is an important contribution. The book captures popular planning frameworks like product lifecycle, product portfolio, SWOT, and so on and emphasises the need for customer oriented planning. A very useful contribution is an input on how to present a plan. As the totality of planning is covered in few pages, a lack of depth is inevitable.

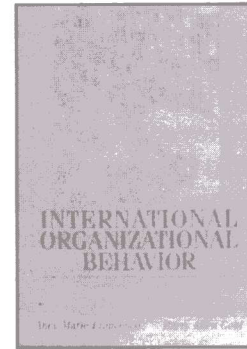
The fourth book, *Building Buyer Relationships*, focuses on business to business marketing environment. Its six chapters explore the business marketing environment, buyer behaviour, strategies and so on. The presentation follows the typical user friendly format of the series. The last chapter on managing buyer relationships attempts to do justice to the title but not with complete success. Relationship marketing issues require more conceptual rigour and clarity. However, the book provides a decent action oriented foundation on relationship building. It also provides some very useful formats and short caselets on interesting practices.

The fifth book in the series, *Key Accounts are Different*, is a valuable aid to troubled sales managers who need to focus on 'key accounts'. It is simple, action oriented and comprehensive. Various checklists and working formats make it easy to understand and operationalise the strategies. The two appendices at the end: campaign planner (summary sheet and forms) and investment appraisal (a short introduction to cost benefit analysis) are really very useful for both practitioners and students. Key account management has drawn considerable interest among large Indian companies, particularly business to business marketers, over the last few years. The advantage of the current book for practitioners, trainers and students is its balanced treatment of concepts in a do-it-yourself manual format.

Macmillan India must be complimented on bringing out an Indian edition of these simple, action-oriented manuals on some key aspects of marketing and making them affordable, even for students. Each one of them provides good value.

— Mithileshwar Jha

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International Organizational Behavior

By Anne Marie Francesco and Barry Allen Gold, Prentice Hall, 1998.

The primary aim of this book is to provide managers and students with an introduction to the field of international organisational behaviour and management. Understanding the functioning of Western organisations has been an ongoing effort for most of the twentieth century. Now, on the verge of the twenty-first century, it is important to understand how organisations function in a wide variety of cultures. The book aims at presenting material as global rather than from a North American or Western European perspective. This is difficult to accomplish for several reasons. First, the authors are United States citizens and were trained in American Universities. This is countered, in Francesco's case, with extensive international business experience, and in Gold's case, with long-term interest in comparative organisational and sociological