

BOOK REVIEWS

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(Books reviewed can be ordered from your local book store or from the publisher—not from the American Marketing Association or the JOURNAL OF MARKETING.)

For Advanced Marketing Students . . .

CASES IN MARKETING MANAGEMENT,

by **Ralph Westfall and Harper W. Boyd, Jr.**

(Homewood, Illinois: Richard D. Irwin, Inc., 1961. Pp. xiv, 557. \$7.95.)

The objective of this case book is to confront the advanced marketing student with the day-to-day problems which the marketing manager faces. There are three underlying assumptions upon which the selection of cases and organization of the book rests:

1. The idea of the total marketing concept. This emphasizes the familiar point of view that enterprises produce consumption satisfactions rather than goods, and therefore the entire organization should be consumer-oriented.

2. The view that marketing management is much broader in scope than sales management. The chief marketing executive not only supervises, he co-ordinates a wide range of activities to produce the optimal marketing program: advertising, marketing research, product planning, setting of marketing objectives, determining what markets to cultivate, pricing, inventories, and production scheduling.

3. The conception of a universal administrative process which is applied to marketing management. This process consists of setting objectives, planning, organization, operation, control, and reappraisal.

The book is organized into seven sections which follow the administrative process sequence: marketing management and administrative process; establishing the firm's marketing objectives (qualitative and quantitative objectives); planning to achieve marketing objectives (product, channels of distribution, prices, selling, advertising, and sales promotion); organization to carry out the plan (marketing organization and co-ordination of marketing with other activities); putting the plan into action (managing the sales force, advertising activities, physical distribution); controlling the operation; and reappraising the marketing program.

This book is clearly not a loose compilation of marketing cases. It is well integrated, and it achieves the authors' objectives of reflecting in an organized way the range of problems facing the marketing manager.

The cases are of medium length, averaging about 5 pages each. They are written with the clarity and economy of words that we have come to expect from these writers. The cases have been developed over a period of years, and each one has been carefully "market tested" in the classroom.

The cases are problem-oriented and emphasize analytic thinking. The student is required to "take action." But he is given enough facts (including illustrations when appropriate) to come to a rational decision. The administrative process approach of the cases involves qualitative thinking basically, but the quantitative skills of the student are also exercised.

One criticism of the book, which is perhaps more in the nature of a suggestion, is that the section on the coordination of marketing with other enterprise activities is much too brief. For instance, there is no case dealing with the coordination of marketing and financial activities.

This book would probably be more successful in advanced courses than in introductory marketing courses. It could be used in conjunction with a text on marketing management or a selection of journal articles.

In summary, the book fills a need to present the student with a comprehensive and integrated picture of the kinds of problems faced by the marketing manager. The picture comes through as lifelike, and it reflects the most modern thinking about the job of the top marketing executive.

Drury College

THOMAS A. PETIT

More and Better Cases . . .

PROBLEMS IN MARKETING, by Milton P. Brown,

Wilbur B. England, and John B. Matthews, Jr.

(New York: McGraw-Hill Book Company, 1961. Pp. ix, 862. \$8.95.)

The authors state that in the teaching of business administration the basic raw materials—the cases—must be timely and challenging. This casebook, one in the series of Harvard Business School Case Books and the third edition of McNair, et. al., *Problems in Mar-*

keting, effectively accomplishes this objective. It should prove to be as fruitful a tool as the previous editions because it will not only stimulate the imaginations of students but also contribute to the development of their analytical abilities.