contains a large number of cases, exercises and examples that greatly aid the main text; and it contains a highly useful up-to-date detailed bibliography. The rationale for the book is supplied in Chapter 1. The next five chapters develop the author's software measurement framework. Chapter 7 then discusses and details how to set up a measurement programme. Six chapters then fill in the details of process, product and resource measures. The last chapter traces key historical developments and the state of current industrial use of metrics. The book is reinforced at several points with supplementary material by experts in their own fields.

The author's concern for and expertise in the area of software metrics is amply displayed in this very recommendable text. He and his contributors have made a commendable contribution to their field with this publication. The book is too detailed to be an easy guide but ultimately it is a very instructive and rewarding one.

Project Management For Information Systems
Don Yeates (ed.). Pitman, London: 1991
ISBN 0–273–034544. 242 pp (pb)

The book is intended for practicing systems analysts, students and those who are developing application systems part-time. It also serves to cover the syllabus of one of the examinations set by the Information Systems Examinations Board. The PRINCE project methodology is used as an example throughout, and a useful glossary of PRINCE terms is included.

There are 11 chapters covering the analyst as project manager, project development, planning, estimating, control, administration and review, choosing, motivating and leading the team, performance improvement, managing quality and managing implementation. These provide a clear, sound guide to the content of the PRINCE project methodology, with its heavy emphasis on control, and, when it comes to managing staff and users, its adoption of some fairly traditional prescriptions from the management literature on organizational behaviour. Despite its heavy dependence on a variety of sources, the book contains virtually no references, and instead is written in a common-sense style, that seems to brook no contradiction. There seems little recognition of the limitations of the PRINCE project methodology, its base in traditional systems design and development methodologies, and no real discussion of its history of development for government departments. Such content may have helped the reader to understand the types of problem PRINCE has been designed to deal with, and why it takes on the characteristics it has.

This is very much a how-to book, and will be very useful for those wanting a clear, detailed description of the PRINCE project methodology. To this extent the title of the book is misleading. There is next to nothing here about the many other alternative project methodologies.

Revolution in Real Time
William G. McGowan (preface). Harvard Business School Press, Massachussetts: 1991
ISBN 0–87584–242–9. 276 pp (hb)

Here are 17, mainly key, articles taken from the *Harvard Business Review* between 1986 and 1989. The four main areas covered are: how IT reshapes organizations, how IT influences strategy, IT and the general manager and managing IT applications. Obviously the book is not comprehensive on these themes, nevertheless it is useful to have these much quoted articles gathered in one place. Papers include the provocative 'How IT reshapes organizations' where Peter Drucker suggests that above all it is IT that demands a move from command-and-control to flatter information-based organizations. The theme is an attractive one but is marred somewhat by the lack of a single example to support it, and a disinclination to consider evidence of a more complicated picture. This is remedied a little in another prediction piece 'IT and tomorrow's manager' by Applegate, Cash and Quinn Mills, and in two other papers in this section.

The second section, inevitably, has the much discussed articles 'How information gives you competitive advantage' (Porter and Millar); 'Information Technology changes the way you compete' (McFarlan); IS redraws competitive boundaries (Cash and Konsynski) and 'Rattling sabre – new ways to compete on information' (Hopper). It will be interesting to see how far these stand the test of time given the book's subtitle of Managing Information Technology in the 1990s. For example it is already commonly believed that applying IT may well be more about staying competitive than achieving distinct advantage, and that the Sabre/American Airlines experience may be exceptional rather than typical.

Section Three is good for providing detailed well researched papers on how executives can shape their firms' information systems, how to move into network management, and how to control end-user computing. There is also Allen's 'Make information services pay its way' which argues coherently for converting IS functions from cost into profit centres. The fourth section contains articles that spell out how telecommunications can become critical to competitiveness; how insurance, elevator, electric sign companies, supermarkets and banks companies have used IT to 'put power in control systems'; the uses of expert systems; and how IT can be utilised for marketing and market research purposes.

A useful publication, especially for those disinclined to track the academic journals.

Leslie Willcocks