

and the government. Hence, they all find it easy to work together toward common goals. In contrast, the Western institutions seem woodenly rigid.

Even though the authors discuss the unique features of the Japanese training system in great detail, they do not shy away from some aspects of the less-publicized seamier side of the system. They point out that life in the industrial town for rural recruits was not always easy. Many women in the industrial labor force found life to be less rosy than promised. These conditions, however, were later ameliorated due to grass roots pressure and changing economic conditions.

Are there any lessons to be learned from the Japanese experience with human resource development? Levine and Kawada seem to think so, especially for developing countries. These lessons are mostly in the form of warnings and paths to be avoided. They argue, for instance, that modern planning techniques with their quantitative emphasis carry with them the danger of too narrow a specialization in the training of the labor force. They also express the view that developing nations should avoid the pitfall of relying as heavily on private companies for education and training as did Japan.

If there is any shortcoming in this book, it is the failure of the authors to treat the intellectual legacy of the Japanese educational system. The school system is heavily geared towards rote learning. Private enterprises are mostly interested in the commercial benefits of any training and research that they conduct. What about intellectual development of the population or the importance of basic research? These aspects are not even touched on in this otherwise excellent study.

Japan's cultural homogeneity (except perhaps for the presence of a Korean minority and the tiny Ainu community) will elude most other Asian nations. Nevertheless, the Japanese experience can be relevant. As Levine and Kawada, turning a leaf from the Japanese history, point out, we discover that universal primary education raises aspirations and injects the much needed dose of a sense of national identity. The next step would be the mobilization of the masses towards creative tasks, tasks that are urgently needed to break away from the abysmal levels of poverty that afflict much of humanity.

This excellent study is likely to be of benefit to scholars specializing in Japan, economic develop-

ment, educational administrators and planners, and human resource professionals. Historians of educational systems will find this a useful study as a model of analysis of systems in other countries.

Strategic Management & Business Policy: A Methodological Approach, by Alan J. Rowe, Richard O. Mason, and Karl Dickel. Reading, Mass.: Addison-Wesley Publishing Company, 1982, 544 pp., \$16.95 paperback.

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This new business policy text offers a rather innovative approach to the teaching of this traditional capstone, integrative course. Its uniqueness, as well as strength, is a variety of skill building exercises to help students learn various dimensions of strategic management. Unlike the more traditional Harvard authored texts, such as Christensen, Andrews, and Bowers (1978), this new text spends over 50 percent of its pages on noncase material. This includes a number of reprinted strategic management articles, related topic articles, and skill building exercises. Still, this paperback book provides 15 policy cases of varying degrees of difficulty. The following sections of this book review will, in turn, discuss (1) the cases, (2) text chapters plus supplementary reading, and (3) the skill building exercises. It will conclude with an overall evaluation of this new book against a rapidly growing selection of some 20 to 30 business policy textbooks.

A new case on the Polaroid Company, which was reprinted from an article in *Fortune* magazine (Bernstein, 1980), serves as an illustrative case. Over half of the other cases have appeared in other policy textbooks. These include Fourwinds Marine (Chang & Campo-Flores, 1980; Glueck, 1980; Hofer, Murray, Charan, & Pitts, 1980; Thompson & Strickland, 1981); Ivie Electronics A (Schellenberger & Boseman, 1982; Thompson & Strickland, 1981); Arkansas Best Corporation B (Hodgetts & Wortman, 1980); Toron Corporation (Hofer et al., 1980); Hesston Corporation A (Bates & Eldredge,

1980; Chang & Campo-Flores, 1980); Builders Homes, Inc. (Thompson & Strickland, 1981); Collins Generating Station A (Hofer et al., 1980) and Sterling County Hospital (Glueck, 1980; Higgins, 1979). The new cases to policy textbooks include Polaroid, Tiger International, the War of the Razors, the Agricultural Equipment Industry in the United States, and Pointe-Sa Holland, among others. Thus, the new and old cases provide a good mix of companies from various industries and various sizes of firms, but they clearly focus on private sector firms. Most cases are of a medium length in terms of writing, good financial statements are included, and the cases typically end in the mid 1970s. In sum, the cases are on interesting companies and are generally solid, but some are not of the length or of the complexity of the well known Harvard cases.

The text and readings are organized into the following sections: (1) overview, (2) Polaroid: a case strategy, (3) the situation audit, (4) purpose, objectives, and goals, (5) environmental analysis, (6) financial analysis, (7) strategic forecasting, (8) strategic options, (9) evaluating the overall strategy, (10) strategic choice, (11) strategy and organization structure, (12) implementation and control of strategy, and (13) communicating the strategic plan. Within these 13 chapters are a variety of text, reprinted articles, and skill building exercises. These exercises enable the student to apply and practice various strategic management topics rather than just read about them. In many respects these exercises are analogous to those that have been developed in various organizational behavior experiential books.

Let us consider a cross section of some of these exercises. The authors have a couple of different exercises to conduct a WOTS-UP analysis in a case. WOTS-UP is an acronym for weaknesses, opportunities, threats, and strengths that are a fundamental part of strategy formulation. The difference here is that two forms, one with prelisted factors and the other one blank, are provided to help students identify WOTS factors as they search for these elements in cases they are analyzing. Similarly, the book does not just talk about environmental scanning. It provides a simple form to enable students to identify various factors in different components of the external environment. Not surprisingly, several exercises are offered to help identify strategic assumptions that key executives in cases might be making

about their firm and its competitive environment. This obviously draws on the work of one of its authors, Mason, and Mitroff (Mason & Mitroff, 1981), that is well known in the literature. The usual financial ratios are included, along with analysis from the Polaroid case as to what the specific results mean. Also, included are industry averages for the various ratios, which have been reprinted from Dun & Bradstreet (1973).

There are a number of other interesting exercises. One exercise makes the student identify strategic alternatives using Ansoff's (1965) popular product/market growth vector matrix. Another forces the student to position the firm's products in the four cells of the Boston Consulting Group's product portfolio management matrix. Still another draws on General Electric's industry attractiveness screen to conduct an industry assessment. A final one to be mentioned here strives to identify stakeholder support/resistance in strategy implementation.

The topics covered in the text chapters and the numerous experiential exercises clearly are the key strength of this new policy book. The cases by themselves would not be that attractive. Many of them have already appeared in other books. Similarly, most other policy books contain many more cases than the 15 in this one. But when these hand-picked cases are combined with the innovative exercises and relevant text chapters, one finds an impressive package. It should be emphasized that each potential exercise can be used in at least two different cases. Thus the cases have been picked because they permit the various exercises to be applied. It is doubtful that many policy professors using this text would use more than four or five different exercises. However, the numerous ones that do exist would clearly enable most professors to select several of particular interest to them. Because the case assignment can be changed, a good variety can be provided our students in this course. They can complain of needless repetition if they are required to keep analyzing case after case in the same manner.

The instructor's manual is a valuable supplement to this book. It contains sample examination questions from the various text chapters. More importantly, it also provides guidance as to how to use the various experiential exercises. Finally, it provides a great deal of information on the various cases, and

it shows completed exercises that could be assigned for each particular case.

All in all, this is an excellent business policy text. It has good cases, even better text chapters, and excellent innovative exercises to help apply concepts. This work probably will influence other texts considerably towards helping students apply strategic management concepts in their case analysis rather than just reading about them (or ignoring them altogether).

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Over the last few years we have seen marked progress in both the development and the use of strategic, corporate, and long range planning as a management tool. Indications of this trend abound. More organizations are emphasizing planning; there is a proliferation of consulting services in the area; research efforts seem to have increased in the academic community; and there is a surge of courses and seminars offered on "how to." The new books on strategic planning fall into three general areas. The first deals with the major evolutionary steps in corporate planning and organizational growth. The second covers a common body of knowledge or new managerial techniques and processes, and the third deals with implementation issues in strategic planning. The major audience for these works is the practitioner and beginner. The academic market clearly is secondary.

Implementation of Strategic Planning falls into the third category. Peter Lorange has gathered together leading practitioners and academicians who have all actively experienced aspects of implementation problems in planning. The impetus for the book came from a workshop held at the International TIMS meeting in Hawaii, June 1979. The author chaired a workshop entitled "Strategic Planning: The State-of-the-Art of Implementation." Initial versions of some of the chapters were presented at that workshop. The chapters are divided into two parts: the first deals with implications of methodological and systemic issues in the implementation of strategic planning, and the second covers more specific situational, pragmatic implementation issues. There are six papers/chapters for each of these sections and an epilogue by the author suggesting where the major challenges to strategic implementation lie and where the next generation of implementation research might be directed.