

The authors, in their reliance on 'experience and training' seem to have ignored completely any reference to other studies either on management aspects or other studies used in the book. A bibliography for further reading and consultation of the Small Scale Entrepreneurs (and the other target groups to whom the book is addressed) would have helped them to gain better knowledge on the subject as well as improved the understanding of the contents of the book. Similarly the authors could have rendered a greater service to the readers by giving more information on the various schemes, recent legislations, products and market potentiality, relevant statistics on Small Scale Enterprises, eventhough reproduced from other documents in the appendix along with 'handy information that Small Entrepreneurs might like to have'. A little more careful editing would have avoided the printer devils in the book.

Despite some of these shortcomings, "A management Guide for Small Entrepreneurs" is an welcome addition to the meagre Indian Management literature available to the Small Scale Entrepreneurs. The authors endeavour need to be commended for bringing out this volume in time on a much neglected subject and the readers would definitely welcome another revised edition soon.

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Cases in Management. by Francis A. Menezes. New Delhi, Tata McGraw Hill Pub Co, 1977. 254p. Rs. 57.00.

This volume is a collection of 34 cases in diverse areas of management edited by the Director of Tata Management Training Centre, Poona. These cases are preceded by a useful introduction to the understanding of cases and case method. The aspiring case writers and the readers get some hints about the case methodology.

This Volume is not organised into subareas. There is no obvious pattern in the sequence of cases presented either with respect to the functional areas or with respect to the complexity of the problems. However, an abstract and an index to the specific areas referred to by each case are given at the end of the book. The reader may choose cases relevant to his needs by looking at this index.

Reviewing a case book is a hard task. The merits of individual cases can only be judged in class-rooms by the amount of interest and involvement they generate among the participants and the scope they provide for the analytical exercise. The case as such provides only the infrastructure and only a way to review the case is to appraise the soundness of the infrastructure in terms of the substantive theme, enough facts and data to marshall arguments and the complexity of the problem. Besides, this is a collection of cases on management. Hence, it is necessary to look into the mix of cases presented in the volume in terms of the functional areas and business policy, and the relevance of cases to contemporary problems faced by the management in the industrial scene.

Six cases address to the problems of management policy and hence include functional problems also. Rest of the cases refer to functional problems, usually in combinations of two or more. One feels that this volume is oriented more towards human resource problems. If the number of cases in human resource management is any indication of the importance given to it (in this volume), nearly 14 out of the 28 cases belong to this category. Consequently there are fewer cases in production, marketing, finance and systems. The volume is more suited to train people who are already sound in their own areas, but need some appreciation of the problems involved in human resource management. Probabaly, this

Among the business policy cases, the Voltas case and the Pavri Mills case provide interesting material for analysis. The case on Pavri Mills (case No. 8) refers to the management dilemma of deciding upon alternative courses of action under government constraints on the pricing and production of controlled cloth, and options open within those constraints. The other cases refer to the problems of accumulated deficits and need for diversification.

Cases on human resource management deal with wide ranging problems, and most of the cases are pretty interesting. The dilemmas faced by management on sensitive and delicate issues are presented in a capturing manner. The particularly interesting cases are 'Brij Rajkhanna' (Case No 6), Pappu Re-rolling Machine (Case No. 11) and Sukku Mining Company (Case No 24). The problems dealt with include morale and productivity, promotion and appraisal, grievances and introduction of new technology.

There are very few cases in marketing, but and the one which deals with product positioning (Case No. 2) is quite substantial. Other cases do not contain substantial quantitative data to decide on marketing alternatives. In one case at least, Shishu Products Ltd, only points for and against the plans to manufacture baby food are cited and no data on price demand, competitors position, or the manufacturers own projected costs are provided. One wonders how one proceeds with the analysis on purely qualitative grounds when quantitative data are very essential for making decisions and could have been easily provided.

No substantial problems in production management are dealt with in this volume. The cases in finance are not so impressive. There is one case on credit management, one on lease vs. buy decisions, one on cost analysis and cost reduction and one on fund flow.

On the whole, this volume is a useful collection of cases. But its usefulness is limited to the extent that it is quite a general collection and apparently there is no specific market segment for this book.

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