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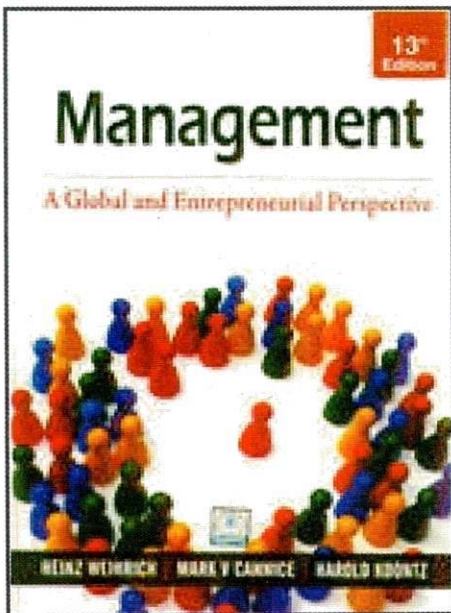
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Management as a concept is discussed in all functional areas. The scope is not just restricted to the industries but becomes applicable to almost all the sectors such as agriculture, industries, services and the entire economy. In all these areas the resources being employed by the entrepreneurs are fundamentally scarce. They are not only scarce but can be used for multiple purposes. So there arises the problem of decision making and effective utilization of the resources. Management in particular attempts to provide an answer to this fundamental problem faced in the different sectors. In this process of decision making, the role of leadership gains prominence.

In the present issue, we include the research study conducted on the leadership. The paper highlights the point that the need of the hour is transformational leadership. In other words we require a leader who can think innovatively and give a new direction to the people and resources for being placed on higher growth path. The second article uses statistical techniques to study the level of development . The article develops few hypotheses and employs scientific techniques to verify these hypotheses with respect to development. The third article focuses on the understanding the trends and variations in the exports of India. By using the graphical method the author brings an insight into the export canvas of the country. Consumer behavior issues with regard to the trade practices are examined in the last article. The case study and the book review are the features of the journal that are being continued in the present issue. The articles, case study and the book review would help in giving new direction to researchers in the respective fields.

Dr. T. V. G. Sarma
Editor



**MANAGEMENT:
A GLOBAL AND
ENTREPRENEURIAL
PERSPECTIVE**

Heinz Weihrich, Mark Cannice, Harold Koontz,
ISBN: 13:978-0-07-070072-7,
Tata McGraw Hill company, New Delhi

The book "Management: A Global and Entrepreneurial Perspective" by the three authors takes an international view of managing. The conviction of the authors that it is an entrepreneurial spirit drives much organizational and personal success. The book describes these issues in the international perspective. It becomes necessary as national barriers are crumbling and new alliances among companies and people are emerging. Moreover with their experience of working with entrepreneurial eco-system of Silicon Valley, the authors include an innovative perspective to the practice of management not found in other management texts. Beyond the discussion of managerial issues in the America, attention is given to topics in the European Union and Asia, regions that are sometimes neglected in other management books.

All persons who work in organizations and entrepreneurs will benefit from learning about contemporary managing. It is meant for aspiring managers, managers who want to be effective, other professionals who want to

understand the organization in which they work and entrepreneurs who need to learn how to plan new business and communicate this competitive edge to investors. It will also be useful for people in all lands of organizations, such as government, health care providers, educational institutions, and other not for profit enterprises.

The book is classified according to the functions of planning, organizing, staffing, leading and controlling. A systems model used throughout the book, integrates these functions into a system, it also links the enterprise with its environment. The suggested open systems view is even more important now than in the past, as the external environment has become more challenging though internationalization and more open to communication owes the Internet.

Part 1 covers the basis of global management theory and practice; it also introduces the systems model that serves as the frame work of the book. To provide the perspective of the book, Part 1 includes chapters on management and its relations to the external environment,

social responsibility, and others. To emphasize the international orientation, it also includes a chapter on global, comparative, and quality management. Part 2 through 6 discusses the managerial function of planning, organizing, staffing, leading, and controlling. The relevant principles, or guides, for each function are summarized in Appendix given at the end of the book.

The entrepreneurial and international perspectives of managing are emphasized upon in each of the parts closing section. The closing for parts 1 to 6 have an international and entrepreneurial focus section that gives special attention to important issues such as China as a new economic power and the entrepreneurial environment of Silicon Valley. To exemplify the global competitiveness of automobile companies, a global car industry case is presented in each part closing, and to assist new entrepreneurs, the authors include a business plan outline in the format expected by business professionals.

The emphasis on the book is on managerial practice based on sound theory. New interviews with leading entrepreneurs, venture capitalists, executives and attorneys have been included to bring current and deep insight to the principle of Management entrepreneurially. Significant additional focus on managerial environment in India and China are included through cases and perspectives in the entire text. New theoretical content on the blue ocean strategy, balanced scorecard, and decision making heuristics has been introduced as they apply to the management function.

Part 1 (Chapters 1 to 3) includes discussion on management during the global financial crises and the present of energy independence as well as cases on China and the E.U. Part 2 (Chapters 4 to 6) presents new cases on management in India as well as numerous interviews and insight from Silicon Valley. The various issues of organizing are considered in Part 3 (Chapters 7 to 10) focusing on topics such as the "boundary less". Organization as practiced by

General Electric along with new insight into the management of intellectual property for comparative advantage.

Staffing issues are examined in Part 4 (Chapters 11 to 13) with the identification of "the best companies to work for" as well as "most admired companies". The managerial function of leading is discussed in Part 5 (Chapters 14 to 17) Focus on Tata and Cisco are included with a perspective on the impact of proper corporate communication. In chapter 15 dealing with leadership the authors present entrepreneurial case regarding great visionaries such as Bill Gates and Steve Jobs. i.e. Microsoft and Apple. Merging of HP with Compaq is also included as a case. Part 6 (Chapters 18 to 20) deals with the managerial function of controlling, operational efficiency and effectiveness.

The appendices at the end summarize the principles, or guides, for the managerial functions of planning, organizing, staffing, leading and controlling. The principles allow the students and managers to check whether organizational problems can be traced to the violation of managerial principles. The second appendix identifies specific areas critical for the success of managers and organization. The Management Excellence Survey can be used for managerial and organizational development. These points given at the end facilitate the integration of theory with practice.

Overall the book gives a very clear insight into the basic of management. The diagrammatic and the tabular presentation of the important concepts are very handy for the readers understanding. The book therefore is a must read for students and young entrepreneurs who interest is to understand management and shape new organizations on the new management principles.

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