Douglas Basil, Curtis Cook

THE MANAGEMENT OF CHANGE

London, Mc. Graw Hill, 1974, 234 pp.

There is a wide literature centered on management and on receipts for scientific management. The authors of this book point out a possible reconsideration of standard receipts, waving convincingly the argument of fast changes arising in modern society.

First, origin of change is analysed:

On the structural- institutional level, emergence of the European Economic Community, development of the socialist countries, monetary crises arround 1970 and several other world-wide geopolitical facts;

On the technological level, development rates unknown to the previous decades, with implications in financing and thus in new possible institutional forms;

And on social level a mutation in ethics, are to be stressed.

It is interesting to notice the acknowledgement of failure as regards the Free-Market economies. The need of government control and hence of planning-regardless of its degree, is stated.

Reduced to a common denominator, the theories of management and organization strived to become approaches to changes in behaviour. Developed some 50 years ago, when social, political and economic circumstances were different, they asserted themselves by conveying concepts such as efficiency, specializing, systems approach. Now, issue for change, complexity, ambiguity and conflict are sought.

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A survey of the new theories of strategy formulation under conditions of change is further made. A new element, which seems to have a strong influence upon strategies of modern management, is ambiguity. In large-range planning we deal with unprecisely known data. Standard receipts, based on operations research can not be applied in these cases. Also management information systems have to be adjusted to the new circumstances. An increased answering

speed and solutions for incomplete data series are required, to the same extent to which biricracy in organising and preconcieved ideas of an unless accuracy in ressource allocation are to be removed.

Written in a clear and fluent style, with examples and arguments based on statistical data, the book asserts itself as an original contribution to the modern theory of management which is undergoing nowdays a marked reformulation process.

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