

MRP (material requirement planning) and and brings in some of the benefits of JIT (optimized production technology).

Two topics are missing from the book, but they are also missing from most other motivating texts on this topic. The fourth chapter discusses the changing role of supervision and the need to utilize the entire work force to compete in the world arena. Chapter seven discusses flexibility, especially in terms of rapid changeover and operator abilities. Neither chapter considers the worker as a complete human being who exists outside the factory. This may be a carryover from the common Japanese industry notion that work comes first. A chapter on supplier relationships does discuss inspection techniques and review under the JIT system. However, there is no mention of liability or warranty problems despite the need for contractual arrangements on these matters. British common law is similar enough to American to cause some problems for companies that do not guarantee expected performance to the customer.

The audience for this book will remain limited as it is not an undergraduate academic text nor does it delve deeply into theory. It is not concerned with state-of-the-art developments in what Harrison calls leading edge environments—Japan and the USA. This book is purposefully aimed at companies already in the UK. As such, it is a successful introduction to the JIT philosophy with examples of JIT successes and failures in the British manufacturing environment. The book would also be useful to companies planning on branching into the UK or for those whose competitors are UK based.

Reference

Schonberger, Richard J. 1986, *World Class Manufacturing*, The Free Press, New York
Dennis E. Kroll
Department of Industrial Engineering,
Bradley University, Peoria, Illinois 61625

SEKINE, KENICHI 1990, *One Piece Flow*,
Productivity Press, Cambridge,
Massachusetts, 286 pp., \$75.00.

This eminently readable book covers a wide range of topics of immense current interest to manufacturing engineers. It gives an overview of how a number of Japanese companies have succeeded by applying manufacturing strategies based on pull production, one-piece flow, and U-shaped cells. It is refreshing to see that the book has steered clear of the plethora of acronyms and abbreviations prevalent in current literature on competitive manufacturing (although it has added new terms such as "process-raizing"). This has enabled the author to avoid wasting pages on the subtle differences among these often ill-defined terms and focus on what he perceives as essentials.

The author has written the book very cleverly, intertwining several related themes. Clearly, Sekine's aim is to promote one-piece flow by providing a practical understanding of the methodologies to implement it. He does this by clearly enunciating the basic principles and providing a remarkably wide range of case studies. Overlayed on this approach is a critique of several classical methodologies and a desire to explode the prevailing myths in the manufacturing world. Thus, he berates the obsession with planning by boldly recommending that one should "abolish planning-centered production" in chapter 1. In

chapter 10, he introduces the basic concepts of motion study but immediately states that motion study methods "do not teach us anything that is not already obvious." Such a critical view of the past (dominated by America) with an appreciation of the future (dominated by Japan) is most vital in manufacturing societies (such as Hong Kong) that are caught between the two.

The book has the potential of becoming the practitioner's bible. Each practitioner, whether working at a company manufacturing garments or electronic products, is likely to find one or more case studies with which he or she can immediately identify. Since the case studies contain descriptions of companies before and after the intended improvement, the practitioner can quickly assess whether a given case has any direct relevance to the problems he or she is facing.

While I do not recommend the book as a text for undergraduate students (it presupposes much prior knowledge and experience concerning manufacturing), I would be tempted to use it as a reference book for postgraduate students with work experience. It is rare to find a book with such a large number of well-documented case studies. I am particularly attracted by the "test your skills" section in each case study. These sections could be used to generate a lively debate within the classroom. Further, the anecdotal material dispersed throughout the book could be used to enliven lectures.

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BAZERMAN, M. H. and NEALE, M. A.
1992, *Negotiating Rationally*, Free Press,
New York, xii + 196 pp., \$24.95.

This is a well-written book on negotiation. "A primary goal of this book is to develop your expertise as a negotiator" (p. 115). The authors' approach lies somewhere between the analytical approach of Raiffa's *The Art and Science of Negotiation* [1982] and the more practical approach of Fisher and Ury's *Getting to Yes* [1981], but it is closer to the latter. Bazerman and Neale nicely bridge the world of analytic models and the practical aspects of negotiation. They make complex negotiation and negotiation issues seem simple.

I particularly like the extensive integration of real-life examples into the text; for example, the airlines' frequent flier wars, some experiences of Frank Lorenzo at Eastern Airlines, and the Campeau-Federated merger. Such examples are well blended into the book and add to its realism. The authors also draw heavily on both their own research and that of others but are not parochial in their approach. They do not really present any material that has not been presented elsewhere, but that is not their purpose. Their coverage is good.

Early in the book, Bazerman and Neale state, "All executives have seven pervasive decision-making biases that blind them to opportunities and prevent them from getting as much as they can out of a negotiation" (p. 2). In the first part of the book, they explore the consequences of these mistakes and develop ways of avoiding them in the context of two-party negotiations. For example, in chapter 7, the authors treat "the winner's curse," which my