

market is not large enough and export contracts tend to build on existing bases and relationships, making later entry increasingly difficult. Other developing countries would do well to focus much more on their domestic markets initially and then use the domestic base to leap forward into the export market. He also concludes that governmental policies have a very important and essential role to play in the development of the software industry in developing countries.

In the final analysis, the book makes for essential reading for those who want to understand the evolution of the software industry in India.

- V Balakrishnan

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Marketing in the New Era : Combating Competition in a Globalizing Economy

by J S Panwar

Response Books (A Division of Sage Publications, New Delhi), 1997, pp. 277, Price : Rs.350 (Cloth)

Marketing in the New Era : Combating Competition in a Globalizing Economy provides glimpses of the Indian marketing scenario and explains some marketing concepts with interesting short examples (caselets).

The book is divided in to 13 chapters. Apart from the initial two chapters i.e. Introduction and Marketing Myopia, three chapters focus on product decisions (viz, Developing New Products, Managing Brand Equity and The Positioning Advantage); one chapter each focuses on pricing and distribution (Reaching the Customer), there are four chapters dealing with promotion (The Direct Hit, Marketing Events, the Advertising Edge and Promoting in the Field), the last two chapters deal with relationship marketing and globalisation of brands.

The Introduction (a chapter in itself) draws heavily on journalistic articles and informs about some current trends. However, it lacks a comprehensive framework for analyses. The second chapter, Marketing Myopia uses Levitt's phrase (Levitt T, "Marketing Myopia", Harvard Business Review, 1960/1975) and framework in the analysis of business policies and practices, but in a rather superficial manner.

The three chapters on Product Decisions are fairly extensive. Factors for the success and failure of new products are illustrated with relevant Indian examples and concepts such as positioning, equity and so on have been explained satisfactorily.

The chapters on pricing, distribution and promotion are mainly descriptive. The last two chapters Relating to the Customer and Globalization of Brands, in their efforts to cover substantial ground, lose out on depth.

The basic shortcoming of the book is inherent in the choice of the target audience as mentioned on the back flap.

"Marketing in the New Era will be of immense value and interest to marketing managers, product managers, brand managers, market researchers, entrepreneurs and chief executives. The book can also be used as a text for students of management specialising in marketing".

Marketing is about customers and it is about customer focus. Marketers cannot afford to be different things to different customers. How can a book do justice to the needs and expectations of such a divergent audience? For this reason some chapters lack the conceptual depth and analysis that serious students of marketing and management expect for a meaningful discussion; industry data may be relatively trivial for serious practitioners.

Though the book does not quite live up to its promise that it "suggests strategic measures to cope with the transition from a controlled to a free market economy, from protection to competition, from isolation to globalization, and from obsolescence to innovation" its strength lies in the fairly good selection of relevant Indian examples and their presentation. Marketing students will find the examples

useful and interesting. Practitioners with limited time for getting into details of product management concepts like brand equity, relationship marketing and so on, will also find the book useful.

- Mithileshwar Jha

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Evaluating Human Resource Development

Edited by Uday Pareek, Jaipur : HRD Research Foundation, 1997, pp 310

Many advanced industrial countries have reported radical changes in methods of management and work organisation; in fact, across the whole range of ways in which human resources are deployed and managed. The pattern of change has been seen to impress upon organisational structures and cultures resulting in fewer hierarchical levels and job classifications, the use of work-teams, a marked change in commitment to training and an en-

tirely new approach to quality. Similar indicators, though less dramatic, have been reported from other parts of the world, including India.

The changes in India include, among others, a shift from traditional production orientation to market orientation and transformation of institutional values, style and behaviour too. Indian organisations are witnessing a welter of HRD (Human Resource Development) innovations challenging the belief that HRD cannot be measured or that it can only be judged by those who perform it. The flux of HRD interventions has made it obvious and clearly inevitable that measurement must be part of the HR function.

The need for evaluation has been stressed by several management experts. Peter Drucker has asserted that few factors are as important to the performance of the organisation as measurement. He has also lamented that measurement is the weakest area in management today. Edward Demming taught statistical techniques of evaluation. Tom Peters stated that objective data is necessary to manage a function.

Though HRD has evoked tremendous interest from practitioners and academicians, evaluating HRD is controversial. Consultants differ in suggesting evaluative measures. The book under review brings together various viewpoints. It draws on the papers presented at the Jaipur Convention organised by the HRD Research Foundation. The book promises to provide a benchmark for evaluation and

open the gates for more systematic work on evaluation.

The collection is distinctive for its coherence across a wide range of evaluation measures. Well known names like Uday Pareek, T V Rao and M S S Varadhan add a quality dimension. The material is arranged in four parts. The first part consists of the approaches and methods to be adopted for evaluation. The very important aspect of training and development is presented in a lucid style in the second part. Organisational change, empowerment and stress are the key issues tackled. The difficult and pressing efforts required for national development in the social sectors of health, education and non-governmental organisations (NGOs) comprises the third section. The papers blend a review of current practices, governmental findings and policy statements. *Evaluating Human Resource Development* in the last section studies in detail five organisations in the private and public sectors. The book's substantive novelty is that it analyses its subject matter from the standpoints of practice, research and theory.

As it normally happens with an edited book, different authors provide various definitions and descriptions of the subject matter. Evaluating HRD is described variously as a part of the personnel function, a programme with distinct objectives and time boundaries, a system and an OD intervention. It is also described as a management philosophy. Whatever the definition the evaluator has to be clear about