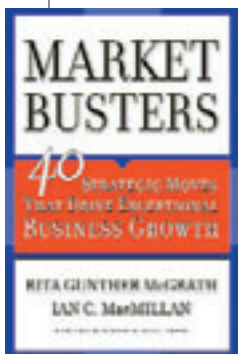


Bookshelf

There are five ways to fuel strategic growth in your business, say Rita Gunther McGrath and Ian C. MacMillan in *MarketBusters*. You can transform customers' experience; transform your offerings; redefine profit drivers; exploit industry shifts; or enter new markets. The authors



offer step-by-step advice about how to succeed at each of these levels so that, by the end of the book, they've accumulated 40 strategic moves that business owners can follow to drive growth. Their advice is common-

sense, eminently understandable, and shored up with plenty of recognizable—and sometimes fun—examples. For instance, in the chapter on transforming your attributes, they suggest breaking up traditional market segments to appeal to a particular group heretofore unidentified—such as teens and young adults who are obsessed with music. “We guess that most readers of this book will not be up on the latest in such products as navel rings styled to resemble those of the wearer’s favorite singer, but you heard it from us: The segment is large and willing to spend money,” they write. The book’s format makes it easy for readers to gauge where they could make changes in their own businesses—and how likely they are to succeed. (Harvard Business School Press, \$26.95)

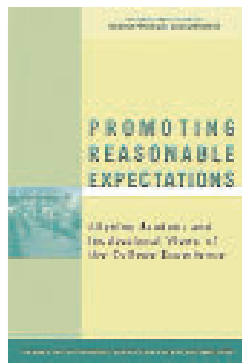
“Thanks to outsourcing and computers and increasing manufacturing quality, it’s easier than it’s ever been to get something made, shipped and stocked,” writes Seth Godin in *All*

Marketers Are Liars. “What’s difficult—really difficult—is figuring out what’s worth making and then telling a story about it.” According



to Godin, people buy products, join churches, and vote for candidates because they accept the “stories” presented by these entities and because these stories match biases and opinions the consumers already hold. The marketer’s task is to determine how to tell his story so it appeals to a group that’s ready to hear it. But unless his story is true, the marketer will ultimately fail, and Godin provides a number of grim examples of companies whose lies to the public brought their stories, and their products, crashing down. Godin is always both thoughtful and engaging, and his chatty book is full of useful nuggets of information. (Portfolio, \$23.95)

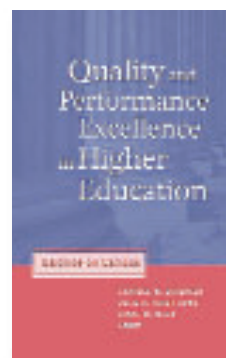
What do students really want? And are today’s universities providing it? Those questions are addressed in *Promoting Reasonable Expectations* by Thomas E. Miller, Barbara E. Bender, John H. Schuh, and associ-



ates. When undergraduates’ expectations of college life most closely match their actual experiences, they’re more likely to be satisfied—but their expecta-

tions are based on a complex melding of socioeconomic background, educational aspirations, motivation, and ability. A decade’s worth of research from the College Student Expectations Questionnaire and the College Student Experiences Questionnaire, along with other research tools, has helped the authors draw some key conclusions. Today’s students are technologically savvy, are still deeply connected to and dependent on their parents, and have plenty of discretionary income. They want to be in environments that allow them to use computers and cell phones, communicate with their families, and shop. Schools not only must work to form students’ expectations so they are realistic, but also must understand what students consider essential—and provide it. (Jossey Bass, \$36)

School administrators interested in how to implement Malcolm Baldrige National Quality Award criteria will find case studies collected in *Quality and Performance Excellence in*



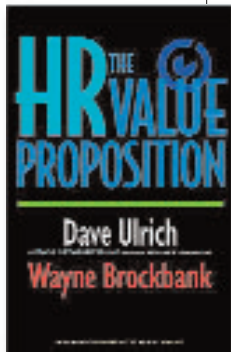
Higher Education, edited by Charles W. Sorensen, Julie A. Furst-Bowe, and Diane M. Moen. The categories in which quality is judged are

leadership; strategic planning; student, stakeholder, and market focus; measurement, analysis, and knowledge management; faculty and staff focus; process management; and organizational performance results. The book reviews six colleges and

"This is a complex book. It could be subtitled **HR NOT FOR DUMMIES.**"

universities that are "pioneers in the effort to adopt a new dynamic approach to academic and administrative excellence." Profiled are the University of Wisconsin-Stout, Monfort College of Business at the University of Northern Colorado, New Mexico State University-Carlsbad, National University in California, Northwest Missouri State University, and Western Wisconsin Technical College. Both the University of Wisconsin-Stout and the Monfort College have won Baldrige Awards, and all the schools have important stories to share. (Anker Publishing Company, \$39.95)

As the population ages, more older individuals stay in the workforce. On the plus side, these workers are highly experienced and generally flexible in scheduling; on the minus side, they're often less technologically savvy than younger workers and more stubborn in thought and behavior patterns. To harness the immense potential of older workers, HR professionals must understand demographic trends and how to exploit them. It's only part of the complex puzzle facing HR professionals who want to be a key part of the strategic planning at their corporations and essential members of the management team. In *The HR Value Proposition*, Dave Ulrich and Wayne Brockbank lay out the criteria HR professionals must meet if they are to create value for their companies and prove how critical they are to their companies' survival. HR pro-



fessionals must understand what the various stakeholders want, how their own services can contribute to the bottom line, how to align themselves with the marketplace, and what forces are shaping the business world today. "This is a complex book," the authors admit. "It could be subtitled *HR Not for Dummies.*" Yet it offers a wealth of information as well as concrete ideas for putting HR at the heart of the organization. (Harvard Business School Press, \$35)

It's hardly a secret that technology is reshaping the world, but how it's doing so and what the effects will be are given a fascinating new slant in *Five Regions of the Future* by Joel A. Barker and Scott W. Erickson. The authors believe that technology constantly evolves and adapts, much like natural ecosystems—but at a much faster pace. Thus, they've divided technology into five "ecology" categories, each of which is mutating rapidly in response to human manipulation. The Super TechnEcology, the Limits TechnEcology, the Local TechnEcology, and the Nature TechnEcology all intersect to create the Human TechnEcology region at the core. The authors provide a barrage of details about the advocates, the products, and the applications of each kind of technological region—and how they might influence the sectors of transportation, medicine, housing, and communications.



While the authors offer whimsical looks at the possible future from each of these geographical regions, their real purpose is not to forecast, but to make readers more thoughtful. "As citizens of this new world, we all need to begin to think more systemically," they write. "Our technologies are bigger than our nations. We need to understand the consequences of that." (Portfolio, \$24.95)

While writing *The Book on Management* might seem to be fairly ambitious, University of West Florida professor Bob Kimball puts together a highly readable discussion of the topic from many angles. He points out that many people in managerial positions really don't know how to do the job. "Inexplicably, most organizations appear to assume that individuals promoted to management already know everything they need to know," he writes. "They don't." He offers a primer of business basics, from a review of false business assumptions through tips on effective time management through best practices in hiring and firing. A string of intriguing chapters dissect great business books of the past—William H. Whyte's *The Organization Man*, Laurence J. Peter's *The Peter Principle*, Michael Maccoby's *The Gamesman*, and Mark McCormack's *What They Don't Teach You at Harvard Business School*—using them to show how attitudes toward the workplace have gradually but comprehensively altered in the past 50 years. Kimball is a bit of a maverick, and he quotes rock groups and movie scripts as well as business gurus, but he's informative as well as entertaining. (Best Business Books, \$22.95) **Z**