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Book review

Pharmacy Business Management

Edited by Steven B Kayne

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Q1 Networking skills, the quality of the author's guests and the editor's ability to co-ordinate the project are the elements of what makes *Pharmacy Business Management* a success.

Through his book Kayne has assembled a team of academics, consultants and senior pharmacists to produce eighteen chapters, including many excellent contributions on subjects such as "Professionalism & business," from Ian Caldwell; "The economics of business," from Alan Reeves and John Marney; "Practical risk management," from Charles P Butler; and "Pharmacy management in secondary care," from Andrew Radley.

Emeritus Professor Ian Jones of Portsmouth School of Pharmacy states in the forward of the book that it will provide a focus for pharmacists' continuing professional development, highlight many of the areas that pharmacists need to understand and apply and he hopes that it will stimulate Schools of Pharmacy to implement aspects of management in their teaching.

In his preface, Kayne expresses hopes that readers can use the book as circumstances demand and explains that the book is not meant to be "an all you ever wanted to know text."

The use of case studies was particularly useful, especially the incorporation of "the Titanic disaster" in Charles Butler's chapter, "Practical Risk Management". However, I believe that the use of more studies throughout the book, followed by questions and answers based on their content would be more effective for the reader.

I feel that Maslow's Hierarchy of Needs—a simple tool mentioned in Chapter 13 on "Marketing within the pharmacy"—would be advantageous if mentioned in the chapter entitled "Human resources management in

community pharmacy". Important omissions were those of strategy and Michael Porter's views on competition, which are central to the idea of management strategy. Without his views the chapter is somewhat incomplete.

The concept SWOT analysis was applied but not fully explained in "Managing profit". Readers would have gained greater benefit from the book had it been included.

Furthermore, I believe that the book would benefit from some structural reorganisation. I would like to see the chapters or sections of chapters that outline basic management concepts at the beginning of the work and then the application of these concepts and the more practical chapters at the end. This would make the book more accessible as a reference to both students and practitioners. In its present form, the book is somewhat imprecise in its focus.

As the applications are not backed sufficiently by firm, basic theoretical concepts, I doubt that this would be as useful to pharmacy students as I believe it would be for pharmacists. Apt schools of pharmacy should need to teach the generic concepts first and then how they specifically apply in pharmacy management scenarios.

Aside from these minor observations, many of the chapters are excellent overall. Most of the fault lay in the need for more structure in the work. However, there is nothing else like it in terms of the collaboration of perspectives on management that are made available. The editor certainly succeeds in his aim of providing background knowledge for pharmacists, but I continue to have doubts as to its use as a resource for Schools of Pharmacy.

Barry Shooter

Author Queries

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Q1 Please check the style of the article