

interact, not simply in the components (Perrow, 1984). Analysis of Bhopal and other recent industrial catastrophes has revealed a pattern. In tightly coupled systems, seemingly insignificant failures in one component trigger (or occur simultaneously with) minor failures in other components, unexpectedly producing the potential for systemwide crisis. The accident at Bhopal magnifies the importance of a simple maxim: Little things (in combination) do matter.

Third, the Bhopal crisis forces debate on the role of MNCs in developing countries. Enhancement of local economies has resulted from many multinational operations in the Third World (including Bhopal), but total effects on development are, at best, mixed, and often are ruinous (Hayter, 1981). Cheap labor, untapped resources, lax regulation, and lucrative markets lead MNCs to situate in developing countries. Given minimal labor resistance, governmental restrictions, and community restraints due to the host's high perceived dependency and lack of technological and political sophistication, MNCs' managerial philosophies are dominated by capital accumulation opportunities and exigencies. Frequently, self-restraint or moral leadership are remote concerns as the wealth produced is expropriated and distributed to local elites or exported abroad. Union Carbide's presence in Bhopal does not fit this characterization perfectly, but does closely resemble it. In particular, the company's unwillingness to insist that the unsafe Bhopal operation be shut down, its steadfast refusal to compensate victims much beyond \$200 million (the amount for which the company was insured), and the spirit of its legal defense against the Indian government's \$3.3 billion lawsuit (relying on the argument that the settlement should be much less than the proposed \$15,500 per victim because human life is "cheaper" in developing nations) blatantly emphasize monetary values over social and moral responsibility. Alternative models of crisis management, such as Johnson & Johnson's response to the Tylenol poisonings, seem more effective economically (Union Carbide's stock dropped from a preaccident level of

\$48 per share to its current price of less than \$30 per share) and are obviously more consistent with contemporary ethical precepts grounded in deontological reasoning.

Finally, this book adds a modern illustration of one of the central themes in the history of ideas. In describing the disastrous consequences of combining state-of-the-art production systems and ancient traditions, Shrivastava's *Bhopal* contributes to the rich literature on the dialectical interplay of technology and culture. His study demonstrates the futility of strategies aimed at improving quality of life by embracing technological development while neglecting the infrastructure—a lesson applicable to the developed as well as developing worlds.

For these reasons and others, *Bhopal* should be discussed in the Academy. Although Shrivastava did not fully develop the new concepts stated in his preface that were necessary to systematically understand Bhopal (allusions to inherent contradictions of capitalist economies are footnoted, p. 143), he has delivered a highly informative empirical account and a worthwhile theoretical analysis of these events. Future analyses of industrial crises will be more incisive because of this work.

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New Approaches to Effective Leadership: Cognitive Resources and Organizational Performance, by Fred E. Fiedler and Joseph E. Garcia. New York: Wiley, 240 pp., \$34.95, cloth.

New Approaches To Effective Leadership Cognitive Resources And Organizational Performance

Frank A. Heller



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book to make that complexity a bit more manageable increasing the ability to understand what effective leadership is This volume offers a comprehensive analysis and integration of the empirical research literature and major theories of leadership It employs a functional analysis stressing what leaders must do to be effective and specifies the processes related to each function The chapters provide an extensive review of the major approaches to leadership Each chapter is discussed with an eye to explaining the basic principles the research evidence and where appropriate the relationship of the theory or research program to other theories In addition this volume offers the most comprehensive treatment of cultural and gender factors in leadership of any recent book The question of male female differences in leadership style and performance is carefully analyzed against the empirical findings The ultimate goal of this review of the literature is to provide a basis for the presentation of an integrative model of leadership that brings together function and process and provides an armature for integrating what is known

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International Handbook of Research in Medical Education Geoffrey R. Norman, Cees P.M. van der Vleuten, D.I. Newble, 2012-12-06 GEOFF NORMAN McMaster University Hamilton Canada CEES VAN DER VLEUTEN University of Maastricht Netherlands DA VID NEWBLE University of Sheffield England The International Handbook of Research in Medical Education is a review of current research findings and contemporary issues in health sciences education The orientation is toward research evidence as a basis for informing policy and practice in education Although most of the research findings have accrued from the study of medical education the handbook will be useful to teachers and researchers in all health professions and others concerned with professional education The handbook comprises 33 chapters organized into six sections Research Traditions Learning The Educational Continuum Instructional Strategies Assessment and Implementing the Curriculum The research orientation of the handbook will make the book an invaluable resource to researchers and scholars and should help practitioners to identify research to place their educational decisions on a sound empirical footing

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