

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

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New Approaches To Effective Leadership Cognitive Resources And Organizational Performance:

New Approaches to Effective Leadership Fred Edward Fiedler, Joseph E. Garcia, 1987 This book presents a new theory of leadership and management It provides a clearer understanding of why leaders are effective the specific characteristics of a good leader and how to increase effectiveness of leaders and their organizations It incorporates such elements as the leader's personality situational factors and stress leader behavior and the cognitive resource variables of intelligence technical knowledge and skills and experience The conditions under which leaders should be directive or nondirective in order to have an efficiently running group are also looked at

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Management Laureates Arthur G. Bedeian, 2018-04-17 First

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[Organizations](#) Ram A. Cnaan, Carl Milofsky, 2007-12-18 Although the way associations and the organization of local social life are intertwined is one of the oldest approaches to community study the way citizens and residents come together informally to act and solve problems has rarely been a primary focus Associations are central to important and developing areas of social theory and social action This handbook takes voluntary associations as the starting point for making sense of communities It offers a new perspective on voluntary organizations and gives an integrated yet diverse theoretical understanding of this important aspect of community life *When Women Lead* Cindy Simon Rosenthal, 1998-08-27 Until recently the study of legislative leadership has been the study of men Scholars have taught students that legislative leadership is transactional a kind of competitive bargaining procedure to broker particular interests *When Women Lead Integrative Leadership in State Legislatures* brings to light the important contributions that women as legislative leaders make to the institutions in which they operate Cindy Simon Rosenthal shows us how and where women are integrating the ranks of the legislative hierarchy a forum in which they have been all but absent She also argues that women are doing leadership in an innovative inclusive style that subtly redefines both the appearance and meaning of political leadership

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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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