

Can Organizations Develop Leaders : A Study of Effective Leaders by Ishwar Dayal, Mittal Publications, New Delhi, 1999, pp. 112, price Rs. 195 or US \$ 19.

The book "Can Organizations Develop Leaders" is an excellent book to read. The issues addressed in this volume basically center around the question, Can organizations develop leaders ? The book is based on the research study conducted by the author, which was designed to examine the factors that influence a leader most in his life. The investigations were made with the help of a questionnaire. In-depth interviews of the selected sample constituted the core strategy of the present research. The sample was restricted to leaders in organizations having defined task boundaries. The methodology of sample selection is very interesting. Out of 40 names (which were finally selected from the list suggested by 70 persons whose name appeared in Who's Who for demonstrating success), 26 were interviewed in-depth. The data provided several aspects of leadership role such as, what is valued most in a leader. Is the conception of a leader in the Indian context different from the western context ? Is leader behaviour situation-specific or universal ?

The present volume is organized in six chapters and an Appendix. Chapter 1 discusses the rationale and the methodology of the present study. Chapter 2 surveys developments in leadership studies to highlight the current thinking on the subject in India and abroad. Chapter 3 deals with the results of the questionnaire sent to 70 leaders drawn from Who's Who. Chapter 4 analyses the data from the in-depth interviews of 26 leaders and the implications for leader development. Chapter 5 uses the data to evolve a strategy for developing leaders in organization. Chapter 6 puts the pieces together from the studies to suggest an action approach for an organization. The important findings of the study are put in Appendix alongwith other relevant studies.

The author has taken a different perspective of understanding leadership effectiveness in organizations. Though at times it seems that the book is not based on rigorous research and seems to be sketchy, however, still we cannot deny that it is a valuable contribution to the leadership literature. It emphasizes the use of Behavioral Sciences for managerial practices and hence is very useful for OD consultants. The volume have sufficient inputs

for developing intervention strategies to enhance leadership skills in order to successfully cope with complex social and economic situations.

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Managing the Future : Unlocking 10 of the Best Management Books by Vic zbar
(Hyderabad : Universities Press (India) Ltd., 1994)

Key Management Concepts : Unlocking 10 of the Best Management Books by Vic zbar
(Hyderabad : Universities Press (India) Ltd., 1996)

If one were to scan the publication list of many of the major publishing companies around the world it would immediately become apparent that Management, as a separate discipline, has come of age. In the last ten years there has been a veritable explosion in the number of titles published in the field. Many of them have gone on to become international bestsellers bringing both fame, and the fortunes that accompany it, to their authors.

The proliferation of titles has also meant that management students and practitioners find it difficult to keep themselves acquainted with the latest publications in the field. Vic Zbar the author of the two books under review, attempts to provide a solution to this problem by compiling brief synopses of twenty well-known books in two volumes. The first, *Managing the Future*, includes among others Robert Reich's *The Work of Nations*, Stephen Covey's *The Seven Habits of Highly Effective People*, and Peter Drucker's *Post-Capitalist Society*. The second book, *Key Management Concepts* includes Kenichi Ohmae's *The Borderless World*, Michael Porter's *The Competitive Advantage of Nations* and Gary Hamel and C. K. Prahalad's *Competing for the Future*.

Both the books are written in the same format. In brief introductions the author gives his reasons for selecting the twenty books that he has chosen for the two volumes. This is followed by ten chapters in which these books are summarized. Each chapter begins with a brief note on the author of the book, followed by an analysis of its significance