

by consumer goods and services will motivate discerning managers to create general awareness of the beneficial effects of a good management on the economy and the value of stability". (*Quite an uphill task for the "bushy-tailed MBAs"!*)

All in all, the book fails to live up to its promise as engendered by its title. We expected a much richer exposition, even be on an anecdotal note, from as variedly experienced a manager as the author who had the rare opportunity of observing the momentous changes in the scene of Indian management as an active participant.

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Meaningful Work : Rethinking Professional Ethics by Mike W Martin, Oxford University Press, New York, 2000. pp. 252+XIII.

The book under review, consisting of four well-written parts seeks to widen professional ethics to include personal commitments, especially commitments to ideals. In doing so, it focuses on neglected issues about meaningful work, moral psychology, character and the virtues, self-fulfillment and self-betrayal, and the interplay of private and professional life. Integrating personal commitments into professional ethics is an important task on which the author throws sufficient light.

The work begins with an exploration of the roles personal ideals play in giving meaning to work, in interpreting professional responsibilities, and in inspiring voluntary service. The first part, "Meaning and Personal Commitments", explores the roles of personal ideals in giving meaning to work, interpreting professional responsibilities and inspiring voluntary service. The second part, "Caring and Client Autonomy" carries a discussion on ideals of caring about clients and the limits of these ideals. The third part, "Shared Responsibility and Authority" discusses related issues about the interplay of personal ideals and respect for organizational authority, including religious organizations. The fourth part, "Threats to Integrity" explores three dangers :

character-linked violations of shared professional norms, betrayal of personal ideals, and loss of balance that causes burnout and harm to families.

The author cites many examples from a wide range of professions such as medicine, engineering, law, and business to show how personal commitments motivate, guide and give meaning to work. He expands professional ethics to include issues about moral psychology, character and virtues and the interplay of private and professional life. He further argues that personal ideals shape interpretations of even fundamental moral responsibilities such as confidentiality, respect for clients, and loyalty to employers besides playing a greater role in shaping career choice, job choice, and supererogatory commitments. He has convincingly argued for professional distance, which is the reasonable middle ground between harmful intrusions of personal values into professional conduct and equally undesirable loss of personal caring. Precisely what it means depends on the contexts for discussion namely the psychological needs of professionals in coping with demanding careers, the responsibilities to respect clients' autonomy, and various forms of maintaining objectivity in pursuing truth and exercising professional judgement. He has sketched a pragmatic conception of moral reasoning in forming and balancing commitments so as to sustain overall integrity. At present, meaningful work and viable families are equally at risk amidst the swirl of economic, technological, and cultural revolutions we are undergoing. Rethinking professional ethics to include personal commitments might illuminate prospects for creative social change.

Most professionals want their work to be worthwhile beyond the paycheck it provides. In sketching his view of human nature as it applies to professional ethics, the author distinguishes three groups of motives : (i) personal compensation : money, power, reputation; (ii) craft : technical and creative excellence; (iii) moral concern : caring about and respect for persons, as well as about social practices, organizations, communities, animals and the environment; and concern to maintain integrity rooted in such commitments.

In order to make the work meaningful the entire approach to work needs to be revolutionised. It may be pertinent to add here that the Indian psycho-philosophical works have dealt with the problem of work in all its aspects.

According to them work is not something that one does in order to prove oneself or demonstrate some other principle. It must also not be that which affirms one's intelligence, brilliance, inventiveness or virtuosity. As long as this is so, it will be fertile ground for ego demonstration. Rather work must be that dynamic process where in one's creative potential has the chance to unfold and express itself. Work must become worship; worship of one's creative urges and worship of that which is seeking to express itself through our agency. According to them dedicated work has to mean "work for the sake of work". This is called work commitment.

"Meaningful work" opens new ideas and approaches for exploration, it is a useful addition to books on work ethics, presented in a lucid style which is worth pursuing by all those working and teaching in the area of professional and business ethics as well as by general readers interested in the interaction between work and personal values.

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Cases on South Asia : Human Resources and Industrial Relations Volume I : Case Studies; Volume II : Teaching Notes Edited by C. S. Venkata Ratnam & Published by : International Labour Office, Geneva (1999)

Human Resource Development for Adjustment At the Enterprise Level Volume I : Participants' Manual; Volume II : Facilitators' Manual Edited by C. S. Venkata Ratnam & Published by : International Labour Office, Geneva (1999)

The two books reviewed here are both collection of case studies on firm-level restructuring in developing Asian economies. They have the common purpose of developing teaching materials, based on real experiences in relevant national contexts, for training of managers. The case studies have been sponsored by the Bureau for Employers' Activities of the International Labour Office, Geneva.

The first book presents 23 case studies covering the 5 countries in the South-Asia (Bangladesh-5, India-4, Nepal-3, Pakistan-5 and Sri Lanka-6).