

The tenth chapter spells out how to manage quality and productivity through human resources. *The eleventh chapter* throws light on HRD audit and human resource accounting. *The twelfth chapter* elucidates strategic human resource development to meet the strategic goals of the organisation. *The thirteenth chapter* concludes the entire discussion of the conceptual framework, tools, techniques and strategies of Human Resource Development. The chapter points out that HRD is the true engine of the new economy as it is capable of bringing enormous value to an organisation. Finally, *the fourteenth chapter* exposes what, why and how aspects of a case study which is a methodological approach in teaching and learning.

On the whole, Tapomoy Deb's efforts are appreciable. His present book is a timely publication. It is comprehensive, interesting, and user-friendly. Although it is primarily designed as a text-book for post-graduate students of management, it is likely to be highly useful to practitioners and consultants of business management. Undoubtedly, *this is a superior quality product at a reasonable price.*

There is always scope for improvement. Inclusion of some additional pedagogical features into the chapters, like mentioning learning objectives in the beginning of each chapter, and placing a list of key-terms, review-quiz, references for further study, examination questions in various examinations, etc., at the end of each chapter will certainly enhance the value of this book for all its readers, particularly academic-oriented readers such as students and teachers.

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True Leaders: How Exceptional CEOs and Presidents Make a Difference by Building People and Profits by Bette Price and George Ritcheske, India: Corpus Collosum Learning Private Limited, Mumbai, First Indian Edition 2006, and 223 pages.

Can leaders be made or are they only born? The debate over this issue has been finding place in the management literature in the last century.

The genetic science has reasons to believe that it lies in one's genes how he/she is going to reflect on the work behaviour. However, it is also argued numerous times that, through education, training, and pruning, one could transform himself/herself into a successful and effective leader. The difference between effective and successful leaders or between effective and ineffective leaders is also an issue which is getting importance in literature as well as in practice.

This book, with the title of *True Leaders*, is an eye opener for those who want to learn the secrets of successful and effective leaders. It addresses the issue of 'born' or 'made' debate in a very convincing manner. As the preface reads "*True Leaders* is a blueprint for success in an era when a rapidly changing marketplace and an ever changing workforce require integrating human value with economic value to differentiate effective leaders from ineffective leader."

The book is an outcome of the interviews with 27 most successful business leaders in the US, coming from diverse groups of industries. The interviews were held publicly and privately by experts known in their respective areas. The leaders operate with a background of core values which could be translated into a good financial performance. The leaders demonstrate a great deal of inherent, love, and caring for their people, a feature that makes them *True Leaders*. The book includes such leaders as Garrett Boone, Chairman and Cofounder, Container Store; Terri Bowersock, Founder, Terri's Consign and Design Furnishings; John Bruck, Chairman and President, BHE Environmental, Inc.; James Copeland, Jr., CEO, Deloitte and Touche; Debbie Gaby and Len Gaby, President and CEO, Sleep America; Ann Hambly, MD, Prudential Asset Resources; Frank Hennessey, CEO, MascoTech; Vicki Henry, CEO, Feedback Plus, Inc.; Irv Hockaday, President and CEO, Hallmark Cards; Linda Huett, President and CEO, Weight Watchers International, Inc.; Jack Kahl, Founder, Manco, Inc.; Jack Lowe, CEO, TD Industries; Bill Matthews, Managing Partner, Plante and Moran, LLP; Mike McCarthy, Chairman, McCarthy Building Companies, Inc.; Gary McDaniel, CEO, Chateau Communities, Inc.; Gary Nelon, Chairman and CEO, First Texas Bancorp, Inc.; James B Nicholson, President and CEO, PVS Chemicals, Inc.; David Novak, Chairman and CEO, Tricon Global Restaurants, Inc.; Dr Alvin Rohrs, CEO, SIFE; Len Roberts, Chairman and CEO, Radio Shack Corporation; Bruce Simpson, CEO, AppGenesys, Inc.; Lou Smith, President and CEO, Ewing Marion Kauffman Foundation; Kip Tindell, President and CEO and Cofounder, The Container Store; David Walker, Comptroller General of the United

States, US General Accounting Office; Tim Webster, President and CEO, American Italian Pasta Co.; and Dan Woodward, Chairman and CEO, Enherent Corp.

The book contains 12 chapters and 5 appendices. The chapters have such titles as Defining true leaders (chapter 1), Considering passion as a prerequisite (chapter 2), See what is not yet visible (chapter 3), Care enough to connect and convey (chapter 4), Treat learning like dirty dishes (chapter 5), Do what's right and tell the truth (chapter 6), Trust is a must (chapter 7), Recognise and build people (chapter 8), Trust your intuition (chapter 9), Risk to respond and grow (chapter 10), Respect the importance of balance (chapter 11), and So what? predictions for the future (chapter 12). After every chapter of the book, there are certain questions to be explored and discovered. These exercises would certainly be helpful to the readers for practical purposes. Moreover, according to the book, the leaders who find their views and values conveyed to their people are effective leaders.

The book refers to students in free enterprise (SIFE), and draws a lot from their experience. SIFE clarifies its mission as: *To provide college students the best opportunity to make a difference and to develop leadership, teamwork, and communication skills by learning, practicing, and teaching the principles of free enterprise.* It is a nonprofit collegiate organisation in US. Appendix-A provides a detailed perspective on the activities that SIFE carries out. The book contains a leadership evaluation tool as given by Dan Woodward in Appendix-B. Appendix- C illustrates 'One-with-One Discussion Card' used by TD Industries. This card facilitates the discussion between employees and supervisors. This practice is unique in its nature. A concise objective view of the whole book is reflected in Appendix-D, which consolidates the attitudes and values of all the 27 leaders included in the book. This appendix also shows a graph for the average true leader's attitudes and values. Finally, Appendix- E provides summarised information with the web addresses of all the companies included in the book. For the convenience of readers, an index (pp. 213-219) is provided towards the end of the book, and the information about the authors is provided just to wind up the book.

The narratives used in the book make it interesting for the readers to go through the book. The language used is so simple and easy to follow that a reader can relate the contents of the book to his/her immediate environment. "True leaders genuinely care about people. They feel a

responsibility to create a work environment in which people are respected and recognised, and they allocate funds to ensure that their people are adequately trained,”(p 129). “It’s very easy to get into a trap of focusing on mistakes instead of looking for positive opportunities. If leaders can shift the emphasis to looking for the things people are doing that are right and for ways to reward doing the right thing by creating opportunities, they serve the organisation better and go a long way towards building people,”(p 143). “Being committed, accountable, and responsible doesn’t necessarily translate to giving up the joys of personal life. Lou Smith says he loves being at the Ewing Marion Kauffman Foundation, *but my life doesn’t end if I’m not here. I, and we as leaders, should not be consumed by the enterprise. We call it balancing life,*”(p 169). These are some important pieces I personally like, and I am sure that the reader will certainly find more similar pieces that will add to his/her academic understanding on the subject of true leaders.

This is a book which is useful for students, practitioners, teachers, and common men. The book contains many examples and events which occur very often in our own surroundings. The book would certainly help the reader to deal with related-issues in a systematic way.

I recommend this book, which is written in a very simple manner but which is rich in its academic content, to the students of management and teachers.

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Development with Dignity- A case for full employment, by Amit Bhaduri, India: National Book Trust, 2005, 107 pages, and price = Rs. 45.

A spectre is haunting India- the spectre of jobless growth. While the rate of industrial growth in the Tenth Plan (2002-03- 2006-07) has averaged 8% p.a., the proportion of the population which was indigent remained stuck at a stubborn 28% in 2004-05: a modest decline from the 36% of the population which was below the poverty line in 1993-94. The stark