British press to AIDS has been more varied than has often been assumed." By acknowledging not only the well-known differences between the tabloid and the broadsheet press but also variations within the popular press, as well as changes in the editorial lines of newspapers at different points in time, he avoids the common pitfalls of painting the entire press corps with the same brush and/or advancing conspiracy theories without sufficient evidence to support them.

Another refreshing aspect of the book is the fact that it reflects the authors' sound understanding of the dynamics of media organisations, the diverse roles played by different categories of media personnel, the constraints within which mediapersons operate, the possibilities and limitations of various media forms and so on. Their analysis is also strengthened by the fact that they have drawn on the experiences and perceptions of writers, editors, programme-producers, film-makers and other 'creatives' within the media who have dealt with HIV/AIDS in the course of their work. The authors' 'critical insider' vantage point distinguishes this book from many others in its genre.

A unique feature of the study on which the book is based is its attempt to explore and understand audience reception and/or rejection of media messages. Here, too, the researchers avoid preconceived notions about how 'the public' responds to media content as well as rigid academic stands on audience research methodologies and agendas. Instead, they use their own eclectic mix of research methods to demonstrate the complex factors in operation as people react to the information and opinion purveyed by the media and highlight the consequent diversity of audience responses.

As the blurb at the back of the book says, "*The Circuit of Mass Communication* moves beyond the narrow focus of much work in media and cultural studies to examine the whole process of interaction between the media and the social world. . ." The book certainly does offer " a range of challenging insights on media power, active audiences and moral panics that will be of value to media students, sociologists and social policy and health specialists."

My only quarrel is with its prosaic title and lacklustre cover design which camouflage a fascinating book worthy of a wide readership.

— Ammu Joseph

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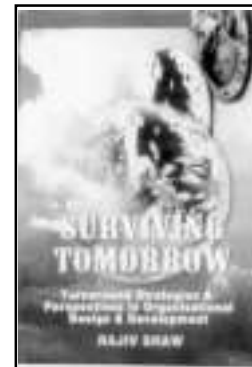
Surviving Tomorrow: Turnaround Strategies & Perspectives in Organizational Design and Development

By Rajiv Shaw, Vikas Publishing House, 1997, Price Rs 325.

My colleagues from the 'harder' disciplines such as finance and economics are used to making fun of the 'softer' disciplines like organisation behaviour and organisation design. The book about management gurus, *The Witch Doctors* by John Micklethwait and Adrian Wooldridge, which is not as critical of management theories as the title might suggest, has not helped matters. Since I always defend the 'softer' disciplines in the face of such attacks, I felt the need to do my best to prevent critics of management from getting more ammunition.

Surviving Tomorrow essentially consists of short notes or jottings on a whole host of topics that may make sense separately, but do not form a coherent whole. Most of the book has

very little to do with strategies or perspectives in organisation design or development as suggested by the title. Also, although the book is 'organised' into six sections, the contents of the six sections do not necessarily display any connection with the title/sub-titles that have been used. A very noticeable aspect of the book is the obsessive need to introduce fancy terminology from other disciplines to describe organisational phenomena. Some of these terms may have relevance on a transparency used to re-focus the attention of a bored audience, but do not add value in a book which claims to make organisational design simple.

However, the strongest reason to reject this book comes from its incorrect presentation of well established topics in organisation design. For example, the discussion on network organisation confuses the term 'network' as it is used in organisational literature with networking as used in information technology literature. No doubt there is some overlap in the issues addressed, but one is not the same as the other – the network organisation form is not the same as a computer networked organisation. The discussion on the relationship between span of control and number of relationships to be managed by a supervisor is also noticeably flawed. There are many more such examples in the book.

What is truly intriguing is the disclaimer of responsibility that comes with the book. Although it appears to be a standard precaution, it may have a dysfunctional impact on potential purchasers of the book.

I would not buy nor recommend to anyone any product with a similar disclaimer.

— Abhoy K Ojha

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