

seriousness even now. They were not outright immoralists. They also added between virtue and vice the concept of *virtu* (somewhat like wisdom, expediency, and shrewdness). Meaning of *virtu* can also be grasped if one compares three books of Indian classical tales: *Jataka*, *Panchatantra*, and *Hitopadesa*. Second, for a person of poetic sensitivity like Tagore, even Gandhi's idea of passive resistance is force in disguise. Gandhi's dealings with Subhash and Ambedkar have instances which can be used to support this view.

This leads to the next solution: legitimacy of deviations from norms under exceptional circumstances. Rama's killing of Vali can be justified by norms but then his shooting the arrow from behind the tree to do this is not permitted by norms. Therefore, he is faulted for this lapse. It is not so in the case of Krishna when he crosses that faultline in many cases. This is because he relies on legitimacy of deviations. In this case, the problem is that in practice deviations tend to become a norm. Focus shifts from ethics to ethical character. "Who is the practitioner?" becomes critical: Chanakya of Vishakhadatta or Tughlaq of Karnad in the two famous plays of those two famous playwrights.

Nowadays, one popular solution has been education to promote better understanding and awareness of values and ethics. In history it can be traced back to Buddha and Ashoka. But danger signals are ritualization and more image-building through publication and display of statements of corporate values and codes of ethics. Education is no longer a mission; it is fast developing into multi-product business with more and more effective delivery systems. Spiritualism and Yoga are also being commercialized even at most of the units in this new services-industry sector. What remains of mission now is mere peep-peep of penny whistle. Yet education is one of the oldest missions and has survived for centuries various onslaughts.

What at present is gaining credibility and acceptance is what John Galbraith named in his book *American Capitalism* (1952) as countervailing power. The best way to check abuse of power is to develop countervailing power. Its current version now coming in vogue includes constitutional right to information, transparency, and accountability in decision-making, public interest litigation, and judicial activism. It is likely to gain further momentum. Its big fear is clash with terrorism; its bigger hope is survival of spirit of democracy.

Locke, Karen, *Grounded Theory in Management Research*, New Delhi: Sage Publications, 2001.

Grounded methodology has been gaining popularity among management researchers. The original monograph *The Discovery of Grounded Theory* by Barney Glaser and Anselm Strauss in 1967 is the only methodological reference available to management and organization researchers. Grounded theory has its roots in a number of domains like sociology, nursing, education, and psychology making it difficult for the management researcher to track and refer to. This book traces the history of the development of grounded theory; the founders' conceptual methodology and the variations that have been used in management research; and the state of grounded theory in management and organization research. Locke's work is likely to become a standard reference in future management texts on grounded theory.

Contents

The book is in three parts: the first part traces the context of the development of grounded theory; the historical developments in qualitative studies; and locates grounded theory in its philosophical, sociological, and personal (original authors') contexts. The second part

distinguishes grounded theory from other qualitative methodologies, traces the evolution of grounded theory in the last 30 years, and methodological practices followed. The third part traces the adaptation of grounded theory in management and organization research and provides guidelines on writing a grounded theory article for publication.

In Chapter 1 the author traces the historical development of qualitative research. The modernist, the interpretive, and the post-modernist paradigms in qualitative research are discussed along with critical research perspective and texts that influenced each paradigm. The author locates the development of grounded theory in the modernist paradigm and the later adaptations by the original authors' students in interpretive paradigm. Management and organization research studies using grounded theory methodology take a modernist, interpretive or post-modernist approach. The author discusses action research, case studies, and ethnography research practices and compares them with grounded theory.

The second chapter traces the philosophical foundations of grounded theory in the developments of sociology in the 60s. The theoretical and investigative concerns that arose in terms of what con-

stitutes social reality and how that reality can be investigated is dealt with in the context of American pragmatism and symbolic interactionism. Further, the biographies of Anselm Strauss and Barney Glaser are discussed in the context of the developments in sociology and their search for an alternative, from the struggle between elaborate theories and empirical research.

The research logic that underlies grounded theory and distinguishing characteristics are discussed in the third chapter. Grounded theory was a 'polemic against hypothetico-deductive, speculative theory building and its associated research practices...'. Grounded theory is distinctive in its commitment to research and discovery through direct contact with the world studied. Grounded theory is basically concerned with the development of substantive theories based on analytical generalization rather than statistical generalization, which is the usual approach in hypothetico-deductive approach.

The research practice of grounded theory is discussed in the fourth chapter. Grounded theory is based on the logic of composing conceptual elements for empirical observations and describing each concept with empirical observation. The research practices follow 'concept-indicator' model of theory development in which concepts are developed that account for perceived patterns in sets of data observations and each concept is indicated by a set of empirical observations. 'Constant comparative method' is used which includes comparing incidents applicable to each category; integrating categories and their properties; delimiting the theory; and writing the theory.

The evolution of grounded theory over the last three decades in terms of the processes that support articulation of and assigning or meaning to observed events, developments in the sampling techniques used, and tensions the researcher faces during theory development is discussed in chapter six.

Locke with her usual sharpness and clarity reviews the compatibility of grounded theory approach to management and organization research, the various adoptions in management theory and research, the areas where grounded theory has been prominently used, and constraints faced by the management researcher in the seventh chapter. Research is unfinished till it is published. The eighth chapter addresses the writing issues that a researcher faces in writing in the groundedness of the research, the literature, and the method.

Useful Guide for Research

Locke, who is acknowledged as an expert in the application of grounded theory to organizational issues, has fulfilled the need for a basic text on the methodology as it is applied in management sciences and a summary of the application of grounded theory in management and organization research. Grounded theory has found many takers in Europe and Asia-Pacific but has not found a reference in the book. This may be due to the fact that very few of these researchers publish in the American journals. This book will serve as a guide to Indian researchers who struggle to build theory based on the existing management theory, which does not always explain the events observed in the Indian context.

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Murphy, James D, **Business is Combat: A Fighter Pilot's Guide to Winning Modern Business Warfare**, New York: Regan Books, 2000, pp 207

The book is a delightful account of cross-functional experience garnished with live examples of Air Force to teach how to be successful in business. It is an outstanding synchronization of the lessons learnt by a fighter pilot of the US Air Force learned with the marketing of a product. It is knowledge management in real terms where a fighter pilot transforms his knowledge depository into business strategies.

Simultaneously with the emergence of a global village, business challenges are also increasing in magnitude. Companies are entering new markets with the stroke of every hour. The market place is becoming crowded with new brands hitting the shelves everyday. Efficient human resources are becoming a rare commodity and sometimes exorbitant to afford. Against this backdrop, margins are falling like dry leaves. In a nutshell, it is a battle out in the market.

Organization of the Book

Chapter one provides the entry to the fantastic world that the author weaves around as you go through. It starts with a combat situation where the author waits for the signal to launch an offensive against a drug smuggler in midnight. It is an F-15 fighter jet, which is supposed to be airborne in less than five minutes. He explains how training and concentration works. The author discloses how this Air Force and business combo takes place. His father and uncle started a distribution company, which he joined as a salesman after gradu-