

by any analysis of how such a marketplace would function (quality of intelligence seems irrelevant to the scheme) nor of possible shortcomings which might be expected.

Intelligence Requirements for the 1980's: Clandestine Collection, offers little in the way of reassurance about the quality of analysis tendered in official and semi-official intelligence circles in the United States. In some respects its political language is downright frightening in its crudity of images about the international system. If any wind of change is to blow through the CIA, it is unlikely to come from this quarter.

Wesley K. Wark
McGill University,
Montreal, Quebec

Footnotes

1. Frank R. Barnett, "Preface", in Roy Godson (ed.), *Intelligence Requirements for the 1980's: Clandestine Collection (No. 5)*, (Washington: National Strategy Information Center, 1982).
2. *Ibid.*, p. vii.
3. Angelo Codevilla, "Wartime Collection Requirements," p. 132, in Godson, *Intelligence Requirements*.

Montana, Patrick J. and George S. Roukis (eds.). *Managing Terrorism: Strategies for the Corporate Executive*. Westport, Connecticut: Quorum Books, 1983.

The acts of terrorism directed at businessmen and their organizations in recent years have created a heightened concern in the boardrooms of many corporations regarding the security of their personnel and facilities. Further, this violence, the kidnappings, bombings, etc., has stimulated publication of numerous articles and manuals aimed at preparing potential victims to cope with the acknowledged threat.

Following in the tradition of Yonah Alexander and Robert Kilmarx's work, *Political Terrorism and Business*, Patrick Montana and George Roukis present, in *Managing Terrorism*, a series of articles directed at the corporate world. Taking on the ambitious task of providing a collection of readings which "... would be more than a guide or a perfunctory how-to-do-it manual, but ... not ... a pedantic treatise,"¹ the individual authors essentially achieve their self-appointed task of reconciling operational concerns with academic

perspectives. In doing so, they manage to balance the interests of the academic, the security specialist and the executive in the various aspects of *Managing Terrorism*.

The first piece, "Tracking the Growth and Prevalence of International Terrorism," presents a very useful overview of trends in terrorism. Author Edward F. Mickolus is well-known for his pioneering work in the collection and analysis of data related to strife incidents. His comments provide a fine introduction for the succeeding articles, which will be considered individually and briefly.

Though perhaps of more interest to the security specialist and/or the academic, "Political and Economic Forces Affecting Terrorism" is an insightful analysis. Philip A. Karber and R. William Mengel delineate the stages of development and associated tactics of terrorist groups.

In "The Psychology of Terrorism: Contemporary Views," Robert A. Friedlander ably makes the case for the contention that "... most terrorists are neither mad nor psychologically aberrant..."² He helps to break-down the stereotype of the "mindless" terrorist and in so doing assist executives in realizing that one can develop rational responses since terrorism is more than just a "happening."

Charles A. Russell, another pioneering in the analysis of incidents of terrorism, provides a study of future developments. In "Business Becomes Increasingly Targets," he makes a cogent case for greater security measures among those involved in operating and protecting such high technology installations as power plants, electrical transmission systems, petroleum pipelines and other vulnerable targets in an industrial infrastructure.

On a more human plane, James A. Malley suggest that "preparing and Protecting Personnel and Property Prior to a Terrorist Attack" is also an important area which may need added security. Malley presents a useful primer that can sensitize the executive to the type of planning and managements that are required to harden targets against terrorist acts.

Abraham Miller has written a very readable study in his "Terrorism and the Media: Observations from the American and British Experience." His account of the Iranian Embassy seige in London, for example, effectively shows the strains that can take place between the authorities and the media during a crisis. Unfortunately, the article seems somewhat out of place. It may have been more effective if Professor Miller had employed his impressive background to offer case studies and suggestions directly related to how corporations should deal with the media in the event of an incident.

"Negotiating with Terrorists" by George S. Roukis is an interesting, if general, discussion of the techniques that have been developed over the past few years in dealing with terrorists' demands. Like Miller's work, it will only be of secondary interest to many executives, although his suggestions on how businessmen should respond if they

are ever held hostage should be considered by those who are willing to recognize that the unthinkable can happen.

Even more to the point is the "People's Prison" by Eleanor S. Wainstein and Susanna W. Purnell. Their excellent discussion of ". . . the most likely concerns businesses have when operating in a high-risk environment"³ and observations on how the family of an executive must be prepared for an ordeal is particularly useful when one considers that, in a kidnapping/hostage incident, the family is as much a hostage as the captive.

In "Organizations Serving the Executive Protection Field," Patrick J. Montana and Stacey M. Krinsky fall prey to presenting a series of checklists on such topics as defensive driving, which are not particularly helpful unless they are accompanied by systematic training. However, their list of government and private agencies that can assist executives and organizations is a good starting point for those who are interested in developing their security capabilities.

Finally, taken as a whole, *Managing Terrorism: Strategies for the Corporate Executive* is a book that should be read by those who are willing to become aware of the reality of terrorism and to learn how to counter it.

Stephen Sloan
University of Oklahoma
Norman, Oklahoma

Footnotes

1. Patrick J. Montana and George S. Roukis (eds.), *Managing Terrorism: Strategies for the Corporate Executive* (Westport, Connecticut: Quorum Books, 1983), p. xi.
2. *Ibid.*, p. 49.
3. *Ibid.*, p. 123.