attainment of certain ends, while suggesting to the actors that other ends are unattainable. They eventually reorient their actions in the light of the new definition of the situation. This does not imply that what the actors subjectively want to happen as a result of their acts will necessarily occur: it is important, in other words, to take account of both the intended and unintended consequences of action.

The present study does not deal with the actors in as meaningfully a way as it deals with environmental forces and the hospitals' organ-
zational structures. As a result, the significance or lack of significance of change is not as sharply drawn as it might have been. Nevertheless, this is an important work that will greatly assist researchers attempting to deal with the issue of organizational change in future disaster situations, as well as in more normal periods.

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This booklet explains how with the use of a computer terminal and a question-and-answer exchange a programme for the distribution of relief supplies can be assessed, it is claimed, within half a minute; either for national, bi-national or international disaster relief activity. By using hypothetical examples based on ‘Third World’ environments, it shows how the availability and cost of primary transportation to the nearest dock or airport can be determined and similarly what secondary local transportation will be required from what is available. The examples are realistic, detailed and well worked out and the reader is convinced on reading the conclusion that the computer model will only demonstrate its full capacity in more complicated situations. It is surely true that the success of any computer programme depends on detailed and systematic analysis of purpose and corresponding input. It is clear that given sufficient ‘data’ the computer could, in its half minute, provide answers to many an otherwise unfathomable plethora of demands and constraints. The section of the booklet which gives rise to concern is not the one concerning the ability of computers to define response to demand, but the brief preceding paragraphs concerning the assessment of needs. For sophisticated technological expertise to depend only on “the local government . . . aware of the catastrophe before anybody else calls attention to . . . the need of aid . . . usually as much help as possible is wanted” and the admission in the same section that ‘an exact formulation of demands is out of the question’ is in itself a waste of resources.

Much greater attention must be given to the first phase of disaster relief activity if later stages are to be successful. Preferably as part of a programme of pre-disaster planning, the likely needs in the form of contingency planning, can be assessed and considerable attention given in comparative ease to how indigenous resources could possibly be deployed to answer some of them. Such an assessment can only render the use of computers for the deployment of national and international relief more effective.

This booklet was written two years ago at a time when there was much less attention to the formation of a methodology for disaster relief than there is now even, and almost none to pre-disaster planning in any comprehensive sense. It was a forerunner in the field of the logistics of relief supplies and in the application of computers to an activity which had not got beyond
its simple infancy. It is interesting to record now that at precisely the same time work was being undertaken on simple methods for the assessment of post-disaster needs and indigenous resources which by the very nature of the anticipated emergency situation could not rely on computer technology, but which could adequately convey the fluid and rapidly changing situation which exists after most disaster events to a disaster coordinator in the field who would then be able to convey precise relief requirements.

Whilst it is not true that logical solutions to problems are invalid if taken out of context, it is true that practical application will be impeded if research into pre-disaster planning of which this booklet forms an important part, continues as an unrelated series of events. International coordination of research is a prerequisite for the international coordination of relief aid.

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Thomas R. Forrest. *Structural Differentiation in Emergent Groups*. Columbus, Ohio: Disaster Research Center, 1974, 111 pp., $2.00.

Use of disasters as “strategic research sites” has been suggested by Robert Merton and Charles Fritz in earlier separate commentaries. Here Forrest combines this advice with concepts of emergent norms from Turner-Parsonian functional problems and Buckley’s modern systems perspective in a provocative exploratory case study. The intention is to “… further understanding regarding structural differentiation in emergent groups and to delineate important dimensions associated with the process” (p. 91). A further contention suggests that the analytical framework used can be, when modified, extrapolated to emergent groups in non-crisis environments (p. 36). Success is modest in these difficult aims, but the insights, design, heuristics and suggestions for further research seem worthwhile.

In Southern California fires and a Pennsylvania flood, data were collected and analyzed in a two-phase, five-step design. A constant comparative method is used to study three types of variables within an induced analytical framework. Phase one consisted of data acquisition according to an interview protocol from California fires of 1970 where five emergent groups attempted to meet identifiable needs (e.g., resource allocation or registration) that were not met by organized groups. These data were examined using the four step constant comparative method by 1) categorizing incidents, 2) integrating categories and properties, 3) delineating theory and 4) writing theory. The analytical framework incorporates independent, intervening and dependent dimensions. Size, previous patterns and attributes, goal commitment and surrounding environment are independent variables. Feedback processes and decision making are intervening variables. The dependent variable — structural differentiation — consists of group positions, tasks and norms. Finally, in Phase Two, the hypotheses generated earlier are subjected to test, interpretation and efficacy appraisal in the real environment of a 1971 Pennsylvania flood. This analysis showed that positions arose in emergent groups, tasks were defined and allocated, but that the normative structure did not fully develop.

The work benefits from the heritage and experience of the Disaster Research Center (DRC) where it was finished with partial funding support from the Center for Applied Social Problems, National Institute of Mental Health. However, its format as a scholarly monograph replete with a review of selected literature per-