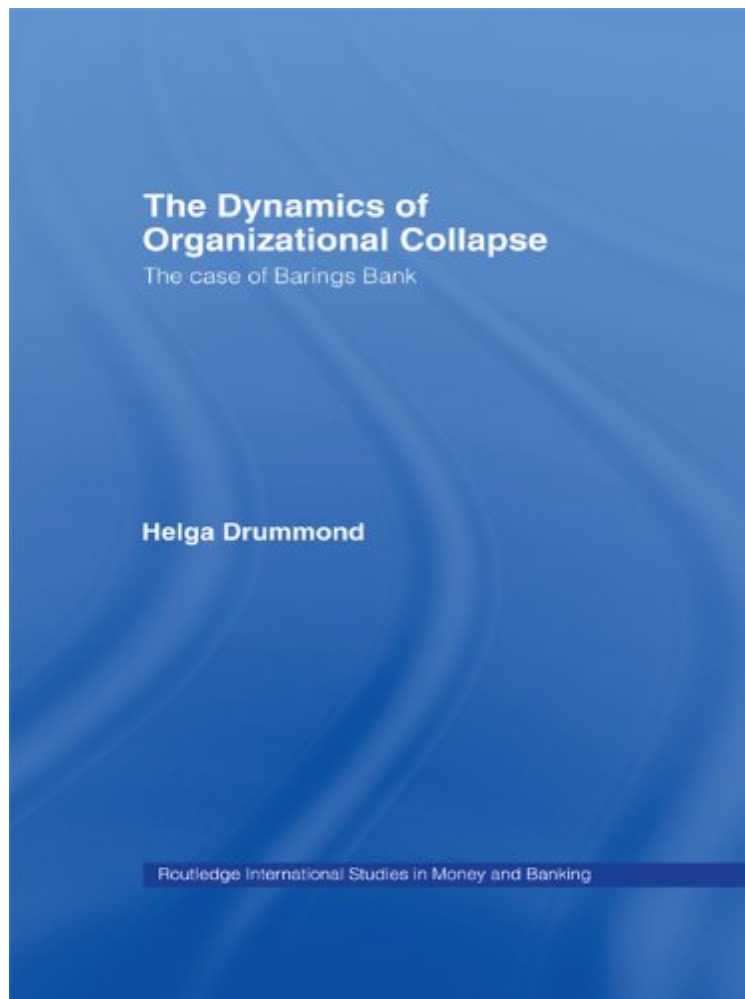


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# The Dynamics of Organizational Collapse: The Case of Barings Bank (Routledge International Studies in Money and Banking)

*Helga Drummond*

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**Helga Drummond : The Dynamics of Organizational Collapse: The Case of Barings Bank (Routledge International Studies in Money and Banking)** before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Dynamics of Organizational Collapse: The Case of Barings Bank (Routledge International Studies in Money and Banking):

The collapse of Barings's Bank was a commercial catastrophe that resonated worldwide, showing what kind of secrets can lie behind an apparently successful organization. Following Nick Leeson's arrest and

subsequent conviction for fraud, investment banks anxiously reviewed their risk management controls to make sure that it could never happen again. Helga Drummond's exploration is conducted against a backdrop of social and psychological theories of decision error that seeks to go beyond media style accusations of greed and incompetence. She challenges the myth that Barings 'must have known' that mischief was afoot. The book offers lessons for all organizations as it shows how easily managers can end up living in a world of fantasy believing that everything is under control when the precise opposite may be true. It is not risk and uncertainty that should worry organizations, concludes Drummond, but what they are most sure of. The collapse of Barings Bank had international ramifications, and this scholarly analysis will have an international audience as a result. The book will be of great interest to all those interested in social psychology, the application of psychology in management theory, sociology, and organizational behaviour. It is also suitable as recommended reading for a management or organization behaviour course.

About the Author Helga Drummond is Professor of Decision Sciences at the University of Liverpool Management School.