

The section on antifungals contains chapters that deal with further refinement of the azole class of antifungal agents to produce much more effective agents such as fluconazole and Sch 56592. Also covered are agents that interfere with tubulin function, cell wall biosynthesis, and mitochondrial respiration. The antiviral section comprises nine chapters that cover novel nucleosides and nucleotides as well as inhibitors of viral proteases, sialidase, and reverse transcriptase. An unusual class of antivirals called TSOA derivatives are silylated nucleosides that inhibit HIV-1 by binding in an allosteric, hydrophobic pocket of reverse transcriptase rather than acting as substrate mimics.

The chapters are generally well written and contain ample rationale for the design of anti-infective agents based on proposed mechanisms of action. The references at the end of each chapter are current, including several 1996 citations. There is a short subject index that is of limited value. Although this book will be of interest to medicinal chemists involved in anti-infective research, its high price makes it unattractive except for an institutional library copy.

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Modern Strategy for Preclinical Pharmaceutical R&D: Towards the Virtual Research Company. By David Cavalla, with contributions from John Flack and Richard Jennings. John Wiley & Sons, Chichester, England. 1997. x + 218 pp. 15.5 × 23.5 cm. ISBN 0-471-97117-0. Price Unavailable: (hbk: alk. paper).

There is no doubt that the 1990s have been a decade of tremendous change for the pharmaceutical industry. A seemingly endless series of mergers, acquisitions, downsizings, and rightsizings among major pharmaceutical companies has paved the way for the formation of a growing number of startup research and contract R&D companies. These new companies hope to use their small size, flexibility, and specialized expertise to carve niche markets out of gaps in R&D programs left by the apparent retreat of many multinational corporations from long-term, large-scale commitments to basic research and new drug development.

In *Modern Strategy for Preclinical Pharmaceutical R&D: Towards the Virtual Research Company*, David Cavalla attempts to analyze and understand this trend of replacing pharmaceutical research and development at large, centralized corporate facilities with looser and more flexible contractual and collaborative relationships among a number of smaller, highly specialized scientific businesses. Cavalla begins the book with an excellent summarization of the methods and costs of "traditional" drug discovery programs at vertically integrated multinational corporations, which in the past sought to completely control the entire development process from discovery to marketing. The general trend toward downsizing and outsourcing R&D functions, of course,

is a response to the rapidly burgeoning complexity and cost of this traditional process of bringing a new drug to market—different sources cited by Cavalla provide estimates ranging from \$230M in 1987 to \$597M in 1994.

Cavalla devotes the second and third chapters of the book to reviewing the advantages and disadvantages of seeking to control the costs and the inherent risks of pharmaceutical R&D by contracting out well-defined chunks of the development process to specialized companies, or by establishing research collaborations among companies that possess mutually complementary specialized skills or technologies particularly relevant to the development project at hand. Advantages include benefits from increased efficiency due to the specialization and localization of expertise and equipment at the contract R&D firm, reducing the cost of the risk of failure with the ability to quickly terminate a program which proves nonproductive or prohibitively expensive, the speed and flexibility with which smaller firms can allocate resources to a project or switch over to more promising avenues of research, and the strong motivations such contract R&D companies have to maximize the quality and productivity of their work while minimizing costs to their customers. Disadvantages include the difficulty in finding an appropriate, reliable contractor to meet the pharmaceutical company's needs at an overall cost less than the work could be done in-house and the administrative burden of keeping a project on track despite differences in geographic locales and corporate cultures.

Chapter four explores the growing role of academic research institutes as discovery collaborators or providers of contract research services to industry. Although Cavalla stresses that industry and academia already rely heavily on one another in their exchange of funding for knowledge and trained scientists and that research collaborations between industry and academia show a great deal of promise, he does point out the two most significant problems which have yet to be satisfactorily resolved: the control over intellectual property rights and problems with conflicts arising from the fundamentally different cultures and world-views of academic institutions and the for-profit developers of pharmaceuticals.

Cavalla explores the expanding role of contract research organizations and small research companies in the fifth chapter. He briefly traces the history of the development and growth of this niche industry through the 1970s, 1980s, and 1990s, and how by this time such specialized businesses can provide nearly a full range of drug discovery and development services. He describes a number of companies that can provide services spanning discovery chemistry, combinatorial chemistry, development chemistry, molecular biology and biochemistry, pharmacology, pharmaceuticals, toxicology, and ultimately, clinical trials and registration.

The final chapter of the book wraps up Cavalla's observations by describing these trends as a movement to what he calls the virtual research company. At its most extreme case, such a virtual research company would be headed by an umbrella organization that sets goals, distributes funds, and manages and coordinates the efforts of a flexible and ever-changing number of partners or subcontractors. Cavalla provides some

suggestions on how to effectively create and manage these types of complex partnerships and examines a number of case studies of how some organizations approximating this model have fared in the competitive world of pharmaceutical R&D.

One slight drawback to Cavalla's book is its formal British prose style, which may prove distracting or occasionally confusing to an American reader. Aside from the occasionally jarring turn of phrase, however, this book provides a valuable and balanced overview of both why and how the pharmaceutical industry is changing at the close of this century. It is highly recommended reading for those trying to understand the current state of an industry, undergoing profound changes in both its philosophy and operational methods and for those who might be trying to anticipate where the current state of rapid change might lead in the next 10–20 years.

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G Protein Methods and Protocols. Role of G Proteins in Psychiatric and Neurologic Disorders. Edited by Ram K. Mishra, Glen B. Baker, and Alan A. Boulton. Humana Press, Totowa, NJ. 1997. xiv + 433 pp. 16 × 23.5 cm. ISBN 0-89603-490-9. \$99.50.

This is number 31 in the *Neuromethods* series published by Humana Press; the title suggests that the book's focus is on methods used in the study of G proteins, but with very few exceptions, this is not the case. Chapter 1, which provides a detailed and excellent description of an in vitro method for measuring receptor-stimulated GTP analog binding in brain sections, complete with tips on troubleshooting and limitations of the method, is one of the exceptions. Most chapters instead provide a review (with little if any methodologic detail) of their own authors' and/or others' work related to the book's subtitle: the role of G proteins in psychiatric and neurological disorders. Perhaps this is not surprising, given that methods for study of G proteins are not uniquely applicable to brain, as opposed to other organs. In fact, a volume in the *Methods in Enzymology* series published in 1994 by Academic Press (number 237 on *Heterotrimeric G Proteins*, edited by Ravi Iyengar) has already covered methods for study of G proteins in an excellent and comprehensive way. The latter volume remains a standard reference for this material that is not yet out of date.

Each chapter in this book is contributed by different authors who are presumably authorities in their field. A brief preface is meant to provide an overview of G protein-coupled signal transduction, but this is done very superficially. Unfortunately, the same background material (the number and different types of G proteins, how G proteins couple to receptors and effectors) is

redundantly repeated at the start of many chapters, providing little evidence of coordination of contributions by the Editors. The redundancy extends beyond the background material on signal transduction; several chapters review the same areas such as the evidence for a role of G proteins in affective disorders. When contrasting views are offered by different contributors, this type of overlap may be useful, but here this is generally not the case.

Perhaps, the most significant problem with the book's contents reflects an inherent limitation in the field it covers. While the G protein-coupled receptor family includes receptors for neurotransmitters such as dopamine, serotonin, and others that undoubtedly are involved directly or indirectly in the pathophysiology of neurologic and psychiatric disorders, there is very little solid evidence for a role for the G proteins themselves. Undoubtedly for this reason, many of the chapters after briefly touching on G proteins shift focus to one or another G protein-coupled receptor. For devotees of this field, the entire volume may be useful, if only to indicate how much more needs to be done if we are to understand the role of G proteins in neurologic and psychiatric diseases. For others, only a small number of excellent chapters in this book (besides the first, also those by Manji and by Nestler and colleagues) may reward the effort of reading them.

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Reductions in Organic Chemistry. Second Edition. ACS Monograph 188. By Milos Hudlicky. American Chemical Society, Washington, D.C. 1996. xxvi + 429 pp. 15.5 × 23.5 cm. ISBN 0-8412-3344-6. \$109.95.

This monograph closely follows the format of the first edition of *Reductions in Organic Chemistry* with a general discussion of reduction methods followed by a more-detailed discussion on the reduction of specific functional groups and includes a section containing experimental procedures. This second edition is greatly expanded and updated, containing over 1500 references and 63 experimental procedures.

The monograph begins with five chapters concerned with a general discussion of reduction methods commonly used in organic synthesis. Topics include Catalytic Hydrogenation, Reductions with Hydrides and Complex Hydrides, Electroreduction and Reductions with Metals, Reductions with Metal Compounds, and Reductions with Nonmetal Compounds.

Chapters 6–19 comprise the major portion of the monograph and discuss the Reduction of Specific Types of Organic Compounds, which is arranged by functional group. The monograph does not include much discussion of reaction mechanism or transition-state theory, which is covered in other sources, but is a practical review of reduction methods and how to put them to use in the laboratory.