

## REVIEWS

**Executive Training in India.** Kiran Sethi, New Delhi, Sterling Publishers Pvt. Ltd., pp. 90.

Oflate, Management Development has become the key concern of many organisations. The future of an organisation or for that matter its very survival, vitality and development depend upon the effectiveness of its executive in coping with its internal threats and constraints and environmental changes and challenges. This concern is reflected in the growing number of executive development programmes all over the corporate world. In keeping with this requirement, there is a mushroom growth of executive development programmes both in Public and Private sectors. A large number of Management Schools and allied institutions, individual trainers, Consultancy firms and various other semi-training establishments have sprung up in this ever widening arena. Further to enrich training, the need for research has been felt as important.

In this context, the book by Kiran Sethi is a welcome addition. The focus of this book, which is based on a research work, is on the middle level managers because this section of administrative society, in the opinion of the author, represents the backbone of Indian managerial environment.

The book is divided into five chapters ; introduction, overview of the Indian Executive scene, determination of training objectives, methods for executive training and conclusion. The chapters focus primarily on the state of

art in training in Private sector only. Each chapter is followed by a summary, and there is a fairly exhaustive bibliography at the end of the book.

The data were collected through 100 personal interviews and a questionnaire survey. The respondents consisted of a cross-section of academicians, executives and government officials. The study tests the hypothesis that privately-owned Indian firms of large size can improve their effectiveness and productivity by the implementation of executive training programmes for their executives of middle-level positions.

The study identifies seven dominant traits of private corporate sector which influence the objectives and content of middle level executive training. It points out the criteria for selection of trainees in training programmes. The contents of the executive training for middle-level managers, as identified in this study, have a bearing on the internal dynamics and environmental milieu of the private business organisations.

The study, besides, pointing out the various existing training methods for middle level executives, suggests greater use of some of the relatively less-used training methods such as case analysis, audio-visual methods, sensitivity training and foreign training. Besides, some methods such as incident-analysis, role-playing, encounter, in-basket group and project experience and field work have been pointed out as methods to be used only on selected basis.

The conceptualisation of "middle management" as attempted in this book does not seem to be adequate especially in its application to the Indian corporate scene, where fiscal and legal measures have affected this intermediate category of management. The present study should have taken a comprehensive view of this term. When the middle-level managers represent "the very back bone of Indian managerial environment" (preface), focussing attention on their training only in the private sector without highlighting this integral aspect of their counterparts in the public sector, gives this work limited value and applicability.

The Study purports to make a survey of the Practices, Policies and Processes of executive training in Indian Management as applicable to its middle level and show changes necessary in such programmes to improve executive performance. But in outcome it does not seem to have achieved this objective in toto : firstly because, its scope was restricted to private sector, secondly, the design of the questionnaire for academicians and executives alike might not have given the true glimpse of the training scene in the corporate domain as can be discerned from published material and observation and finally the prescriptive and diagnostic measures suggested are of a general nature.

Though not wholly relevant, this little book is expected to spur further enquiries in the area of executive training.

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**Behavioural Processes in Organizations.**  
Udai Pareek, T. V. Rao and D. M. Pestonjee,  
Oxford and IBH Publishing House, 1981,  
Rs. 55.00.

One of the significant developments in recent years relates to the growing recognition amongst managers regarding concepts of Behavioural Science and the potential they have for enhancing the effectiveness of the human resources of an organisation. The authors of the book state that for managers an understanding of the "theories in action" is more important than mere cognitive learning. The present book is intended for managers and aims at providing an understanding of 'theories in action'.

The book is divided into three parts. Part I consists of readings organised into twenty two chapters. Part II contains twenty four cases. The cases are minimal descriptions of events and serve to highlight the concepts presented in Part I. The third part contains psychological instruments many of which have been developed by the authors.

The readings in Part I are organised into three modules. The first module focuses on the individual and attempts to provide an understanding of the person. In the first chapter the functions of the manager are outlined in terms of interpersonal, informational and decisional roles. This is followed by a discussion of psychological factors like perception attitudes, values and motives which influence managerial effectiveness. It is surprising, however, to note that authority, the basic resource which the manager uses to discharge his role has not been mentioned at all. A separate chapter on understanding authority in the context of superior subordinate relations and some ways by which a manager can use this resource more effectively would have added to the usefulness of the book.

In the preface to the book, the authors identify students of management and practising