

REVIEWS

G. K. Suri and Rama J. Joshi (editors) : **Problems in Personnel Management**, Shri Ram Centre for Industrial Relations and Human Resources, New Delhi, 1982, pp. ix+174+Abstract and Index. Price Rs. 95/-.

Formal management education in India is now more than two decades old. Yet one finds a great paucity of useful published Indian case materials in management, more particularly in Personnel Management which can be used for the purpose of class room instruction. This is despite the fact that case-study method constitutes a very effective method in management education. From this perspective the present volume which is a collection of cases in Personnel Management will certainly fulfil a great need.

The book contains in all 24 cases covering practically all the major topics in personnel management : selection, appraisal, promotion, absenteeism, indiscipline, job description of managerial positions, job evaluation, performance appraisal, potential appraisal, career planning, incentive scheme, corporate wage structure, worker motivation, labour unrest, supervisory development, workers' participation in management and union rivalries. The only important topic that seems to have missed the notice of the editors is manpower planning. All the cases portray actual live situations and have been drawn from a wide variety of industries namely, engineering, electronics, electrical, pharmaceutical, banking, manufacturing and oil.

The book provides both the problem-oriented as well as what may be called the descriptive cases that describe some specific management practices. All the cases are well-written which in fact is one major strength of the book. The utility of the book has further been enhanced by the provision of questions for discussion at the end of each case.

The contributors include besides those in the faculty of the Shri Ram Centre, management teachers of different other institutes, management consultants and professional managers. The editors certainly deserve credit for having been able to collect these useful cases from so many sources and putting them in one place in published form. They have also done a good job by appending at the end of the book abstracts of the cases included in the volume and an useful index.

By any standard this is an excellent publication and certainly it lives upto the expectation of the editors that the volume should be of value to the management trainers and educators. However, given the size of the book, the price is definitely on the higher side. The publisher in fact should consider the idea of bringing out a cheaper, paper-back edition of the book.

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