

Developing A Culture of High Performance edited by Rama J. Joshi & J. S. Sodhi, Shri Ram Centre for Industrial Relations of Human Resources, New Delhi, 2002; pp. 242; price Rs. 325/-

Developing A Culture of High Performance is an edited book by Rama J. Joshi and J. S. Sodhi. The volume is the collection of nineteen papers contributed in the seminar on "Developing a Culture of High Performance" organized by Shri Ram Centre for Industrial Relations and Human Resources" in collaboration with Friedrich Ebert Stiftung in May 2001.

The book starts with the keynote address delivered by Dr. Abad Ahmad on "Developing a Culture of High Performance : Exploring the Mindset of Indian Managers". The deliberation focuses on mindset of Indian managers' vis-a'-vis changing corporate culture of Indian organizations.

The volume contains recommendation for developing a culture of high performance. The authors have highlighted the three main target groups in this regard : (a) Employers/Management, (b) Workers/Trade Unions, and (c) Government.

In between the keynote address and recommendation suggested there are nineteen papers contributed by academicians, practicing managers, employers' organizations, trade unions and government. The papers highlighted the different dimensions of creating a high performing organization.

The first article talks about revisiting firm level excellence. The author. Arun Kumar jain talks about 10 Ps : People, Plans, Perspective, Processes, Performance, Positioning, Partnerships, Productivity, Purpose and Political skills in this paper.

High Performance Culture is the second paper in this volume contributed by Rama J. Joshi where she talks about how to bring high performance culture. The author is of view that it may be brought about through an interaction of the characteristics of the organization with those of individuals and groups within the organization.

Some research findings and experiences on "Developing a Culture of High Performance" are contributed by R.S. Dwivedi. The author has tried to provide the recent researches findings on developing a culture of high performance with respect to Indian organizations.

Shailendra Singh talks about "Reengineering Organizational Culture for High Performance" where he emphasizes the role of a leader and organizational culture to attain high performance.

To attain the high performance we need to match the leadership role with the nature of the organization. Very aptly, the next article talks about "Matching Leadership Roles with the Nature of Organizations". The author, Prof. Jai B. P. Sinha, is of view that the three leadership roles – managerial, entrepreneurial, and human and social capital building–have different focal concerns for managerial systems, business environment, and people respectively.

Aradhana and Anuradha Sharma studied the global corporations and contributed the next paper entitled, "Corporate Culture and Strategic HRM : Towards High Performance – A Study of Global Corporations". The authors have emphasized that culture plays a major part in determining organizational performance.

The next article, "High Performing Organizations : Rediscovery of Survival" is authored by Mirza S. Saiyadain. The author takes the stand that the organizations need to look beyond their traditional approaches to organizational transition and respond to challenges.

The discourse will be incomplete if we do not address the topic of ethical leadership in this context. Therefore, the next article authored by Pooja Purang and Anuradha Sharma is entitled, "High Performance Organizations and The Issue of Ethical Leadership, Value Expectancies and HRD Climate".

K. Ashok Rao has contributed the next article, "Let Us Defrock the Priest : A Note". It is more of a response paper. The reflection of the author centers around one's contribution, be it individual or enterprise, towards the society.

Sustainable environment in any enterprise is the function of the members, systems and structures of the enterprise playing their own roles effectively. This is the core theme of the paper authored by K. V. Rajendran.

Ashok Kapoor talks about the employers' perspective on creating high performing organizations in his paper entitled, "Employers' Organization's Perspectives on Developing a Culture of High Performance".

It is followed by a case study on POWERGRID contributed by U. C. Mishra on developing a culture of high performance.

Any attempt to create and sustain an organization, as a high performing organization will not continue if the different stakeholders do not feel it in the same way. The article, "A New Body and Sour of Three Skeletons" talks on the same line. It is authored by B. P. Dhaka and Ravi Sumbally. It is a case study of UTPSI, which explains how a small organization that was about to die with the help of the integrated processes of Human Resource intervention alongwith technological upgradation breathed the file.

There are six articles that talk about the role of trade unions in creating a high performing organization. To mention them :

1. The role of Trade Unions in Bringing about Performance Oriented Culture by Harbhajan Singh and Niroop Mahanty.
2. The Role of Trade Unions by H. Mahadevan.
3. Role of Trade Unions : Some Random Thoughts by R. A. Mittal.
4. Role of Trade Unions in Developing a Culture of High Performance by Chandidas Sinha.

5. Developing a Culture of High Performance : Role of Trade Unions by Rama Nund.
6. Developing a Culture of High Performance by G. K. Padmanabhan.

It is a good book and is useful for organization development experts, research scholars and trade union leaders. However, the volume should have included more case studies in order to suggest strategies for creating high performing organizations. There is a need to investigate the issues related to the role of trade union leaders in creating high performance culture in organization.

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Review of Contemporary Macroeconomics edited by Amitava Bose, Debraj Ray and Abhirup Sarkar, Oxford University Press, New Delhi, 2001, 342 pages, Rs. 595

In the words of the Oxford English Dictionary a festschrift is "a collection of writings forming a volume presented to a scholar or savant on the occasion of his attaining a certain age or period in his career." Without doubt, Mihir Kanti Rakshit is a true scholar and savant, in all probability the best and most influential teacher of macroeconomics of the subcontinent.

Ten papers, written by thirteen bright economic theorists who (with one exception) were students of Professor Rakshit at Presidency College, Calcutta, provide a feast of delight for anyone interested in macroeconomic theory. The editors have done a remarkable job in putting together these insightful contributions.

Of late, honorific volumes have tended to acquire bad reputation as bundles of bottom-drawer papers. Unfortunately, in many cases such a judgement