

well researched papers covering the Northern European context, the Anglo Cultures context, the Latin Cultures context and the Diverse Global context. Some of the worth-mentioning papers are : *Acculturation of cross-border acquisition-Cowboys in Germany* by Thomas Steger, *Functional flexibility in the Norwegian context - Strategic adaptation Vs. competence orientation* by Gooderham, Lowendahl and Nordhang, *Cultural symbols as change agents-International joint ventures in Mexico* by Anabella Davila and Edmundo Garcia, and Buller and McEvoy's paper on *Multinational ethical capability - A source or competitive advantage*.

An advantage of this volume is that it contains a useful introductory section summarizing the relevance of the contributing papers as well as concluding observations on transformative organization by the editor. However, no book of readings can provide a perfectly tight systematic analysis of a given field and this one is no exception, But, in **Transformative Organization**, the contributing articles fit into the main subject area framework to which the book is addressed and provide an illuminating analysis of a complex subject.

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Public Sector Restructuring and Industrial Relations - The Case of ITI Ltd., by Anil K. Sen. Gupta. 2002. New Delhi : Industrial Relations Association and Friedrich Ebert Stiftung (FES) in association with Excel Books. 303 pages (ISBN: 81-7446-331-3).

This book documents how industrial relations in post-independence India's first public sector company, Indian Telephone Industries (ITI) Ltd. evolved as the company went through a turbulent phase of restructuring, in the early nineties. The study has been conducted at both corporate and plant levels.

The case study presented in the book stands out on two counts. First, it documents the transformation over a period of about 25 years. Very few studies in India, on industrial relations at the firm level, present such a longitudinal perspective that is crucial to the understanding of the dynamics of industrial relations. Secondly, the study adopts an anthropological approach to unravel the complexity of interrelationships between the various actors, which is particularly relevant, in a multi-union context. So far, no study in India has used anthropological techniques to understand the dynamics of labour-management relations. Apart from these two distinguishing features, very few studies in India, with the notable exception of Ramaswamy (1994), have dealt with the industrial relations of a firm so comprehensively.

The book has eight chapters and a postscript. Chapter 1 is a general introduction to the public sector enterprises in India and how they were affected by the economic reforms introduced in 1991. It also describes the methodology adopted for the study with other relevant details. Chapter 2 provides an overview of the company's products and services and its manpower profile and performance before and after the restructuring initiatives adopted during the mid- 1990s.

The next chapter (Chapters 3) narrates the industrial relations scene in the company before and after the restructuring. This chapter helps the reader to discern the interesting twists and turns in the labour-management relations as the external business environment radically changed, particularly, during the early 1990s. Initially, the growth of the company was associated with complicating industrial relations. Subsequently, when the external shock of deregulation of the telecom industry threatened the very survival of the company, the two powerful unions collaborated with the management to help turn around the company, forgetting their long past rivalry. However, as the company regained its profitability, the inner contradictions again surfaced as units within the company, performing at different levels, started quarrelling over the share of the pie.

Chapter 4 reflects the anthropological roots of the study at its best. It reveals, through an incisive analysis, how the different work technologies applied in different parts of the Palakkad Plant interacted, in an interesting way, with the differences in the demographic and socio-economic background of the workers to produce differences in workers' behaviour towards and perceptions about the unions and the plant management.

The next three chapters (Chapters 5,6 and 7) dwell in depth on the evolution of trade unionism, and inter-union and union-management relations in the Palakkad Plant in Kerala. Much of the important and broad inferences drawn from this description are generalizable to other plants of the company.

In the last chapter (Chapter 8), the author summarizes his findings and draws some broad conclusions based on them. The essential point that the author raises here is that while the unions, like the unions anywhere else, understood that they could no longer live in the time warp of 'reactive adversarialism' of the past, they also understood that their continued collaboration with the plant management would soon make them redundant in the eyes of the general workers. If they 'participate' in the management of the firm for far too long, they would become indistinguishable from 'management'. The crisis, therefore, was one of a classical nature: the crisis of identity and finding a new role for the union. People in the trade, world over, are still grappling with the problem and trying to find a satisfactory answer.

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Reference:

Ramaswamy, E. A. 1994. *The rayon spinners: The strategic management of industrial relations*. New Delhi: Oxford University Press.

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