

Beyond Management: Essays on the Processes of Institution Building, Udai Pareek, New Delhi, Oxford and IBH Publishing Company, 1981, Price Rs. 48.00

The book with an eye-catching title *Beyond Management* by a renowned management teacher and consultant Udai Pareek is bound to generate lot of expectations in the mind of the reader. However, since the book is almost silent about the application of Institution Building concepts to industry or business the expectations of executives and business professionals are surely belied. Nevertheless, the book is of definite use for planners and administrators of educational institutions and possibly for management teachers also.

The main theme of the book centres around the topic of institution building (IB), a recent concern of managers and management consultants. In the last score of years several writings have appeared on IB which is concerned with the self-renewal and growth of the organisation as well as its proactivity vis-a-vis the external environment. The technology of IB, the author also accepts, is based on special efforts, known as organisation development (OD). Though the author has done a commendable job of integrating the theoretical and empirical knowledge with his consulting experience into a cohesive framework, the author has not presented any innovation in the original OD approach which may be considered as an advancement over the earlier approaches.

In the introductory preface as well as in other chapters, the author has taken a linear continuous perspective of organisational effectiveness—this assumption may not be empirically founded and is not compatible with open system theory. Two aspects of organisational effectiveness are said to be (a) organisational Survival and maintenance and (b) Long-term organisational health. The former requires effective cognizance, distribution and utilization of resources. This should be the first stage of organisational effectiveness. Over the years of successful sustenance, the organisation achieves a developmental status to generate new resources or develop its existing resources so as to meet the new socio-technical demands for its long term organisational health. The earlier experience of maintenance for several years gives internal strength to the organisation and also develops potential for resource generation—the proactive capability. Thus long-term organisational health is the concern at the second stage of organisational effectiveness. The author's penchant for a particular perspective may be acceptable provided he presents a rationale for the same.

The book is divided into 12 chapters. The author has laid down strong foundation for his IB framework in the first chapter by emphasizing the process dimensions of organizations and elucidating the primary processes of each level - the person, interperson, role, the group, intergroup, organization, organization-environment inter-

face, the community and the society. Chapters 2, 3 and 4 describe the IB framework and discuss various concepts (Chapter 2 and 3 are revised parts of an original article). Chapter 2 expands the introductory definitions and criteria of IB and presents a cyclical model of IB — each cycle with six phases, namely, idea-formulation, preparation, innovation, consolidation, manipulation and reviews. Chapter 3 discusses various frameworks for decision making and their processes of orientation, relationship and motivation. A movement from maintenance to IB framework shows shifts from (a) uniformity to creativity, (b) from a grand plan to experimentation, (c) from centralisation to decentralisation. Chapter 4 discusses value shifts in the process of elitism, the process of production of knowledge and the process of prioritisation. Chapter 5 and 6 elaborate the basis of innovation planting and knowledge utilization. Chapter 7 and 8 present a good review on action research and a detailed description of process intervention.

In Chapter 9 the author narrates a successful experience of process consultation in an international conference. In this chapter (P 121), the author has made only a passing reference to the difference of psychological tests used in this work. It is essential to know the item characteristics of the tests as well as their statistical properties.

Author's conceptualization thus perhaps culminates into a very comprehensive checklist of key propositions about IB. Chapter 10 provides the substantive and meaningful and vivid depiction of IB framework through propositions about different dimensions of the IB process, viz, goals, people, structure, culture and leadership. Though

the author has done justice to each proposition by giving adequate elaboration, it would have been better for facilitating understanding of the concepts if the propositions were presented in simple sentences rather than in the form of long conjunctive sentences. Moreover, certain clauses of propositions themselves deserve independent treatment (e.g. goal focus clause in proposition 2 and homogeneity of thinking among various members of the institutes clause in proposition 9).

In Chapter 11, the author discusses the role of top executives towards IB. Executive maturity model (as adopted from McClelland's model) based on the two dimensions—(a) Source of Power (external/internal) and target of power (self/others) has been suggested for the maturation of executive from clienthood (stage 1) to self-discipline (stage 2) to assertion and control (stage 3) to institution building (stage 4). A comparison of McClelland's model vis-à-vis Freud's stages of psychosexual development needs much more elaboration as most of the readers may not be well-versed in psychoanalytic theory. In this chapter, the author also discusses some issues for movement beyond management. Two issues, namely, competent team building and involvement with detachment (or ownership with dispossession as in chapter 3) and other such issues would have been easier to grasp, if supported by some case illustrations. Moreover, an uptodate researcher would be surprised not to find mention of other works exploring similar issues. One such illustrious work is by J. B. P. Sinha who presents a series of his studies on a new style of leadership called nurturant task leadership. This work also describes some cases of nurturant task leaders in

Indian organisations. The author should also have elaborated on the problem of developing secondary leadership in relation to sibling rivalry in a resource-limited society like that of ours.

The last chapter presents an interview protocol between Professor Udai Pareek and Professor Ravi J. Mathai, the first full time Director of the Indian Institute of Management Ahmedabad. This dialogue brings out, very interestingly, the various aspects of the institution building of IIMA. I hope neither Professor Pareek nor Professor Mathai would prescribe the same treatment for other institutions too, for the experiences of several others would eminently be different.

The biggest weakness of the book is the editorial lapses and poor proof-reading. Several references cited hither and thither do not find mention in the references (e.g. Blaise, 1964, PX; Anderson 1964, P 98; Flanders, 1979, P 106.) Sub-heading—De-operationalizing the top executive (P 153) has missed elaboration. There are printing errors galore, otherwise the book makes a smooth reading.

B. N. Srivastava,
Faculty Member, Behavioural
Sciences Group.

Industry and Labour : An Introduction, E.A. Ramaswamy and Uma Ramaswamy, Delhi, Oxford University Press, 1981, pp. 284. Price : Rs. 35/-

Over the years industrial relations systems in India is tending to be an intricate maze. Embodied in the legal superstructure and enmeshed in thorny politics the field has become too complicated to be comprehended and elusive to closer scrutiny. This is so despite downpour of books in the area, for many of

them are either less articulative or out of tune with the environmental milieu. The book under review is a welcome addition and represents a novel attempt as it gives a lucid exposition of the theory and practice of industrial relations in Indian context. It is brought out under college and university level Text book series (CULT). Though it is specifically addressed to Indian students, it is rich enough to cater to wider audience.

The authors have dealt with the crucial problems of Indian labour and industry viz. recruitment, commitment, impact of industry, trade unionism, industrial conflict, collective bargaining, industrial relations, and workers' participation and worker control in 9 chapters. The overall purpose of the book, as claimed by them is "to make the reader theoretically sensitive to and empirically well-informed on the subject of labour-management relations". With this in view, they have attempted to blend theory and fact by drawing liberally from the multi-disciplinary research findings (in Indian context) wherever possible and presenting major theoretical perspectives viz. pluralism and radicalism at the appropriate points of discussion. This approach is refreshing and stimulates interest.

In their discussion of recruitment and commitment, they have outlined the theoretical postulates of Kerr et al¹ and Moore and Feldman² respectively and cited empirical evidence to disprove certain naive hypotheses developed over the years. This insight is helpful to spur further academic enquiry. Here the reviewer feels that in their analysis of labour commitment in India, the authors should have shed some more light by incorporating a few more research findings : such as Munshi³ on labour commitment theory and Sengupta⁴ on commitment.

These and several other studies imply that