

securities — the longer the maturity pattern, the greater such loss. Hence, the author suggests, the traditional statutory requirement of investments in government securities should go (p. 115).

13. The author does not agree with the bankers' view that only incremental credit can go to the priority sectors, and that redeployment of some of the existing credit is not possible (p. 92).
14. Dr. Basu argues that the RBI should immediately undertake a review of the present 'lead bank' programme in view of the establishment of rural banks. Already there are areas of overlapping or conflicting activities by these two institutions in certain areas (p. 331).

The above are then some glimpses of a vast terrain covered by Dr. Basu.

The work is basically a text book, with critical evaluations thrown in here and there within the descriptive contents of each chapter. The author has shown initiative by corresponding with several foreign authorities on banking, and has incorporated their views and insights in the book. One omission from the work is a discussion of the much talked about Tandon Committee Report (although one or two passing references occur). This could have enhanced the worth of the book. Similarly, some of the major points like relative passivity of monetary policy in the face of fiscal aggression could have been substantiated by actual evidence of events and facts at different times. Such inclusions would surely have made the author's contentions more forceful. Lastly, while ample comparative references have been made to Western economies like the U.K., U.S.A., Canada, New Zealand etc., they are not quite planned economies. The value of the book would have been enhanced if examples of Central Banking in certain communist economies like Yugoslavia, or U.S.S.R. could have been provided.

The book is almost completely free from printer's devil. It is well printed and organised. A substantial and useful book by all reasonable standards.

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***Management in a Controlled Economy.*** Mahesh Chandra. New Delhi, Tata McGraw-Hill, 1976. pp. 149.

In this book, the author analyses various aspects of Management in the context of Indian environment. In a controlled economy like ours management planning, decision making and action are influenced by the monetary, fiscal and industrial policies of the Government. The

author examines the usefulness of some of the principles and practices of management, that have evolved largely in free enterprise economies, in the management of private and public sector enterprises in India. The purpose of the book is to develop awareness among the practising managers and those who plan to make their career in management regarding the appropriateness of management principles, policies and techniques in their social, economic and political setting so that a manager can "achieve an integration of his aspirations with the goals of the enterprises he works for and the society he lives in".

The book has twenty two chapters divided into four broad parts. The first part entitled "The Indian Environment" has seven chapters. In chapter 1, the author discusses of the features of Indian Environment such as religion and modernisation, authoritarianism and paternalism, democracy and emergence of public sector in the Indian economy. The following three chapters are devoted to a discussion of the nature and mechanism of controls over the economy, private sector, foreign investment and technology and the public sector. Here the author examines the policy issues of the Government in relation to Industrial licensing, Import licencing, Capital Issues control, Stock Exchange listing, MRTP, Price and Distribution controls, Credit and Fiscal controls, and controls over foreign investment and technical collaboration. The author finds that the elaborate net-work of controls in our economy, instead of helping to improve productivity and operating efficiency, often poses constraints in the management of enterprises. There is lack of uniformity in various measures so far as the public and private sectors are concerned. For restoring competitive conditions, and improvements in the management and operation of industries, the author advocates a policy for tackling the shortages in supply conditions and progressive withdrawal of controls. The last two chapters in this section are devoted to a discussion of the social evaluation of industrial projects and the role of Works Committees, Conciliation and Adjudication machineries, and Trade Unions in industrial relations.

Part two, entitled "The Philosophical Frame work" has four chapters devoted to a discussion of the role of values, socialnesses, management philosophy and the social responsibilities of business. In the first and second chapters the author stresses the importance of individual values in the success of a manager, which in turn affects the style of management and the pattern of leadership in the enterprises. The implications of values for managerial action is discussed in relation to harmony with the environment, honesty and equity in external and internal relationships by the enterprise, rationality in decision making, individual performance and rewards for employees. In the following two chapters, the author highlights aspects of management philosophy which should include ethical standards in the conduct of business, profits and responsibility to shareholders, product quality, service, prices and responsibility to customers, personnel administration and responsibility to employees, company growth and expansion etc. Further, the company should participate in the civic and community affairs and be responsible to society at large. In this context increasing awareness of the social responsibilities of business among the managers is of crucial significance not only for the success of the enterprise but also would contribute to the growth and maturity as well as development of leadership skills of the managers.

Part Three is devoted to "Planning and Control" and consists of five chapters. While, the first three chapters discuss the need for planning and the relevance of strategic and operational planning for the growth of the enterprise, the subsequent chapters analyse the role of information for planning and control and some aspects of the latter in the public sector. Since strategic planning involves the determination of the objectives and the development of plans and policies for achievements in the longrun, it needs to be carefully drawn. The steps in strategic planning have been discussed by the author through determination of responsibility for planning, assessment of the environment, determination of objectives and development of strategic plans and policies. Strategic planning is usually irregular, externally oriented logical and heavily staff oriented, while operational planning is internal and heavily line-oriented and calls for right motivation among the employees. Clarity in inter-relationships of various stages of planning is essential for ensuring the success of the implementation of policies, standards and procedures at various levels of organisation. Further, success of the short-run plans, is largely dependent on the strategic plans. Striking the right balance between these two, according to the author is one of the central problems in the management process and the managers have a greater responsibility in achieving the equilibrium and benefits of planning by using their best judgement and ability. In this context the author discusses the relevance of management accounting and management information systems, which are important for the effectiveness of management decision — making and action ; achievement of goals, and control and correction of operations. Although various techniques and computers are progressively used by the enterprises for gathering information and decision-making, managers play a dominant role in the implementation of these for achieving the goals of the enterprise. They need to improve their performance for proper adjustment to the new conditions.

Part Four discusses the various aspects of Organisation. It has six chapters devoted to organisation planning, staffing of organisation, activating the organisation, the development of managers, evaluating management performance and organisation development. In the first chapter the author outlines some of the important features of classical principles of organisation (based on bureaucratic concepts of hierarchy specialisation, rules and impersonality) and highlights their limitations in the present forms of organisations which are far more complex. Modern organisations, through proper structure and relationships, have to take account of the human beings and their motivations towards goal attainment as well as ensure the achievement of goals of the enterprise. Various steps in establishing proper positions, authority relationships among positions, centralisation and decentralization etc. have been discussed by the author to illustrate the complexities. In the following chapters, the role of manpower planning, recruitment and selection procedures, delegation, communication, motivation and leadership have been examined in the context of activating the organisation and its effectiveness in achieving goals. Managers play a role of vital importance in these means and processes. The author emphasises the need for self development of managers and a continuous evaluation of management performance for development and growth of organisation.

Unlike most of the jargon-loaded management literature, this book is written in a lucid style and reads like a management made easy series. The author in his concern for making this book

more 'practical' oriented covers a much wider canvas, than possibly he could handle in about hundred odd pages. In the process, not only some of the chapters (written in one or two pages) lack coherence but also the over all focus of the book is lost. A number of areas have been inadequately treated and references to recent developments in literature are conspicuously absent. One expected a lot of examples from the author, based on his 18 years of experience as a management consultant in various organisations. This would have added to the understanding of the problems of management as well as improved the quality of the book immensely.

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