

sis has been carried out between criteria variables about family planning. While the analysis of the data has been quite thorough the results more or less reaffirm the conclusion of other studies on KAP. Some of the results requires a little clarification. In Table 20, page 68 correlation co-efficient between family income and usage is significant at 0.1% level, correlation co-efficient between family income and attitude is significant at 5% level while the correlation between family income, awareness and family income, intention are insignificant. Will it not be a good idea to include a little explanation for the benefit of the readers ?

Towards the end of this chapter the author has made an effort to carry out factor analysis of the data representing the beliefs about family planning. The pattern indicates, that there are two factors representing the 'family size' and 'birth control' aspects of the belief. According to the opinion of the author the factor analysis has been of limited use. The diagnosis as has been very rightly made by the author is the use of binary variables to quantify qualitative data. Another very interesting analysis of the data has been made in this chapter — namely measurement of values of the various types of responses based on the frequency of responses. A system of value hierarchies has been developed on this basis of this analysis.

Chapter 6 discusses the communication strategies for different target population segments while chapter 7 presents the general conclusions of the study. The reviewer broadly agrees with the measures suggested by the author. Because the sample is purposive some of the figures included do not convey any meaning and indeed could be quite misleading to a lay reader. In page

114, Figure 3 the percentage of users of family planning has been given as 48.5%. The reviewer has the figures for the year 1970-71 readily available. The percentage of couples of protected by any one of the family planning methods in the entire state of Rajasthan is 5.6%. Again in page 151, Table 52 it is given that amongst the users 20.0% have been vasectomised, 28.4% have been tubectomised, 32.9% uses condom, 8.9% uses I. U. D. and 9.8% uses other methods. For the years 1970-71 the breakdown of acceptors of family planning in the entire state of Rajasthan are : Conventional contraceptive users 58%, vasectomy 21%, IUCD 15% and tubectomy 6%.

The book will be useful to the students of social marketing and to the social scientists who are interested in new techniques of questionnaire methodology and their applicability under Indian conditions.

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Management of Personnel in Indian Enterprises — Concepts, Practices and Emerging Trends. N. N. Chatterjee, Calcutta, Allied Book Agency, 1978. 590 p, Rs. 75.00.

The book under review is a systematic and comprehensive treatise on the subject of personnel management and industrial relations in the Indian context. The author is not only a first rate academic but also has a very close and intimate knowledge of Indian industry and labour. He discusses extensively the various practices as they obtain in this field in Indian enterprises and also the major

theoretical developments, their relevance in the Indian context and their impact on Indian industry. Indeed, it is difficult to dispute the claim of its publisher that "this is the first work of its kind in the country in its comprehensiveness and incisiveness of analysis and documentation."

The book is organised in three parts and contains in all 45 long chapters. In addition, it includes a very useful glossary of various terms and concepts, a bibliography, a subject index and a name index.

In part I of the book (chapters 1 to 19), the author discusses "the socio-economic and cultural background of our industrialisation process" and also the growth and evolution of personnel management function in Indian enterprises in addition to the traditional personnel management functions. The author highlights here the very important characteristic of Indian society — its dualism (including technological dualism) and the character of the economy and also their implications for management of people in enterprises. He also rightly points out in this part of the book that the concept of human relations should not be confused with "sheer tendermindedness or sentimentality and the wish to make everyone happy." While the human relations school has certainly thrown a lot of light on such management functions as communication, participation and so on, the "industrial activity relied in the past and will continue to rely on certain management qualities which are often mistakenly described as archaic by the neophytes of behavioural science — qualities like self-discipline, individual initiative, toughmindedness, making a practical approach "and so on. In fact, throughout the book, the author advocates a "pragmatic approach, rather than a theoretical or dogmatic or

doctrinaire approach" to the issues of management.

The more nuts and bolts issues of personnel management — the traditional personnel management functions like recruitment, selection, communication, motivation, discipline, training and development, manpower planning and career planning, performance appraisal and so on have also been discussed at great length and with a high degree of pragmatism. Readers, especially the neophytes of the subject, will also find the employment advertisements in chapters 5 and 7 and also the performance appraisal forms in chapter 17 extremely useful.

A separate part of the book (part II, chapters 20-29) has been devoted to the treatment of wage and salary administration because of the great importance and relevance of the subject in a developing country like India. As the author says in his introduction to this part, "Since in a developing economy troubled by inflation the main demands of the employees would naturally be about the wage and salary revision and increase in compensatory benefits, we have devoted a separate part to the treatment of all the related issues." These include discussions on various theories of wages and their relevance to different industrial settings in the country, the impact of national policy on wage policy at the company level, the theory and practices of dearness allowance, wage fixing machinery, problems and techniques of job evaluation, incentive payment system, the "unique problem of bonus" in the country and labour productivity. While noting that productivity of Indian workers is low, the author rightly points out that "Often the real failure is that of management. The Indian workers generally respond to a good incentive scheme."

Part III (chapters 30-45) deals with the various dimensions of industrial relations or labour-management relations in the country. This is extensively illustrated with brief case studies, findings of various committees, study groups and so on which certainly increase the value of the book.

It begins with an interpretation of the Indian industrial relations system in the light of Dunlop's model of industrial relations and an identification of the different actors in the system. The ideology that binds these actors and the context in which the system operates are also discussed. These are followed by discussions in separate chapters of the role of the state, the character of the Indian trade union movement and its role, the role of employer organisations and the forms and trends of industrial unrest in the country including the options for managerial action. Both the legal (including a discussion of the salient features of the different laws relevant to industrial relations) and the ethical approaches to industrial relations have also been examined separately and systematically.

In addition to these, this part of the book also includes a detailed discussion of a number of other important issues such as collective bargaining — the "civilised bi-partite confrontation between the workers and the management", workers' participation in management, industrial relations in public sector enterprises and the impact of emergency on industrial relations. In this context it is gratifying to note that the author strikes a note of optimism regarding the future of industrial relations in the public sector. He believes that "With a more rational allocation of responsibilities and more effective decentralisation ... the personnel and industrial relations in the public sector would improve

rapidly." On the otherhand, while commenting on improved discipline during the internal emergency, he points out that this "was not a unique event, by any means in the nation's experience after Independence" though the role of employers during this period was far from satisfactory. As the author says, "It must also be said that the increase in lockouts during this period could not but tarnish the image of the industrial employers".

There is a separate but useful chapter on organisational development and this appears at the end of the book because "it is a kind of distillation of much that has been discussed before. Also it is a process, which more often than not, especially under Indian condition, has to be initiated by the personnel manager himself." The chapter discusses the concept of O.D., how O.D. begins in an organisation, the value system implicit in O.D., the O.D. process, the various intervention techniques and so on. It also narrates briefly the successful experience of O.D. in B.H.E.L.

The last chapter of the book — the 'Post-script', summarises the latest developments in the major areas of personnel management and industrial relations including the appointment of the Bhoothalingam Study Group on wages, income and prices, its terms of reference and recommendations, and the new industrial relations bill.

The book in fact contains a mines of information on the various aspects of personnel management and industrial relations of this country. But one may not always agree with the author's views of different issues or with his theoretical premises. For example, he appears still to cling to the concept of commitment though the utility of the concept especially in the Indian context has been questioned by a number of researchers in this

field including the reviewer of the book. Again to cite another instance : he appears to believe that the emergence of internal leadership within the trade unions will help to eliminate party politics. But recent researches in this field also cast doubt about the validity of this proposition.

Be that as it may, there is no doubt that the students of personnel management and industrial relations in this country will find the book extremely useful, particularly as a text book. The lucid language often interspersed with wit is an added attraction of the book e.g. Among the "few enthusiastic champions of human relations in India", "one finds militant crusaders who have nothing but

contempt for those who do not subscribe to the new religion or '*Neo-Vaishnavites*' who have acquired an excessive introspectiveness and a peculiar humility of behaviour (not always, perhaps, genuine)".

However, its prohibitive price may affect its circulation. In view of this the publisher should consider whether a cheaper, paperback edition of the book could be brought out.

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