

be used for having a transportation planning cell within the local government or development authority with independent transport operators. The point is not to have one authority instead of two, or six, or twentyfive, but to see how and at what level, and in terms of what information, the operations of the diverse operating agencies are being integrated. As long as this integration through their task-relatedness takes place, and the transport organisations provide each other with this kind of systems' data, almost any kind of organisation would do as an overall transportation planner. In fact it might be useful to consider, given this condition, competing transport organisations to increase overall transportation efficiency. One is thus tempted to regard the concept of Unitary Authority as a bureaucratic solution only.

Finally, the tone throughout the book is normative, which does nothing to further exploration and understanding of the reality of the urban situation as far as transportation is concerned. And even the introduction of exotic modes of transport such as hovercraft for intra-city transport fails to take the subject, as treated by the author, beyond the level of the simplistic.

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Personnel Management and Industrial Relations : Its Theory and Practice in India, 2nd rev. ed. Biswanath Ghosh, Calcutta, World Press, 1979. 353 p. Price Rs. 27.00

The book under review is the second

revised edition of the book originally published in 1976. As its title indicates, it is on the theory and practice of personnel management and industrial relations in *India*, a venture which only a very handful of scholars have so far undertaken.

The book contains in all 20 chapters and covers largely all the areas normally understood to belong to the arena of personnel management and industrial relations. In addition, the author provides several notes, as appendices to the main text on what he calls the 'Behavioural aspects of Personnel Management'. The book also contains a bibliography of relevant literature on the subject.

Readers of any worthwhile book that devotes itself specifically to a study of the theory and practice of personnel management and industrial relations in *India*, I believe would legitimately expect, that it would examine the differences between the Indian industrial situation and the one that obtains in the western developed countries and its implications for man-management. This would not only provide the justification for the need for separate treaties on India (especially because there are good text books on this subject written by foreign authors keeping in mind the western context and which are also available in the Indian market), but would also indicate the direction in which the theory and practice of personnel management and industrial relations should move in the country.

The author of the present volume does not do that. Instead he largely describes the tools and techniques of personnel management and industrial relations which are already available in similar books and often at greater depth and details. In fact the book

does not live upto the claim of the author that, "The present work is an end product of my long experience and research in this field. I have tried to give a definitive shape to thinkings on Personnel Management and Industrial Relations in India, which till now, has a nebulous contour. An attempt has been made to integrate fragmentary ideas, isolated concepts and sporadic materials into a theoretical framework and a meaningful building block'. (p. VII).

Throughout the book the author provides tips as to what a manager should or should not do in order to become effective. He however, does not say anything about one important issue — how personnel managers should manage their relationships with line managers who really bear the actual brunt of managing people. I think this is a very important problem which Personnel Managers face in their job situation and would therefore, like to get some help and guidance to solve it.

Impact of Economic Development on Industrial Relations : An Empirical Analysis. Pramod Verma, Ahmedabad. Academic Book Centre, 1979. 166p.

The book under review is a collection of studies by the author (some of them are revised versions of the papers published earlier) on some significant aspects of industrial relations of this country and is organised around nine chapters. The studies have been inspired by the "serious doubts about the neo-classical propositions in respect of the interaction between economic development and industrial relations" and the consequent "urgent need for an empirical verification of

the many assumptions and policy prescriptions from the received theory."

The author has taken up for examination a battery of hypotheses and they relate to the characteristics of managers and workers, trade unionism, wage differentials (occupational, industrial and regional), wage trends and industrial conflicts. He has generally subjected the concepts and data to a multiple regression model and has, in interpreting results, "placed emphasis on the sign and significance of the regression coefficients in those computed equations where the coefficients of determination has been fairly high." This is because of the fact that the available data are imperfect and "an exact measurement of the influence of one variable on another could prove meaningless." In fact the author has forewarned the reader more than once that the "statistical conclusions are indicative rather than definitive."

The main conclusion of the book is that many direct and indirect variables influence industrial relations. Thus though the proximate causes for conflict are the inflationary trends in the economy and the declining share of wages in the value added, there are other equally critical problem areas: alienation of Indian worker, social needs of the labour, disparity in wage rates, lag between productivity and wages and stagnation of real wages.

The conclusions, however, are by no means novel or revealing. In fact the utility of the book does not extend beyond mere confirmation of 'known facts' on the basis of quantitative analysis: it hardly enhances one's understanding of the pattern and trends of industrial relations in the country. This is mainly due to the fact that the author's sole emphasis has been on statistical exercise and