

colonialism. Roy's arguments are strengthened by the fact that public policy has not effectively addressed some of the problems that he discusses even to this day, more than five decades after liberation from colonial rule.

There are two other aspects of the book that students and researchers would find very useful. The first is a list of annotated readings given at the end of each chapter. Divided into sections they contain not just material on the subject matter that is covered by particular chapters but also on other major themes that have a relevance to the topic. The second is a list of research questions given in the Conclusion (Chapter 10). This should be of considerable interest to doctoral students looking for research topics. These questions are grouped into four major areas (agriculture, industry, the macroeconomy and population and labour force). Though most of these questions find a mention in relevant chapters as areas about which not enough is known to reach any definite conclusion, the collation of these questions is useful nevertheless. The book should be required reading in all undergraduate and postgraduate history and economics courses in India. A complementary volume dealing with the evolution of the Indian economy between independence in 1947 and liberalisation in 1991 would be immensely helpful to both students and teachers.

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Creating Performing Organisations edited by Biswajit Pattanayak and Vipin Gupta along with Phalgu Niranjana (Response Books – A Division of Sage Publications, New Delhi, 2002. Price not mentioned)

The knowledge and skills required to face business challenges in the 21st century have changed dramatically because of the complexity of the issues we face. As we enter a new millennium, organisations are continually confronted by broadening competition, shorter product cycle times, old

paradigm/new paradigm leadership questions, and an increasingly high premium on available time. To achieve the high performance results, we are after, the answer is surprisingly not about working more, harder, or faster. To truly succeed, the secret lies in developing the values and behaviours necessary to build and unlock the high performance teams, which in turn, produce winning organisations. More specifically, what is required is “performing executives to build performing organisations”. Quite obviously, the ability to grab opportunities in the face of uncertainty lies at the heart of performing organisations.

It is in this context, perhaps, the editors of the present volume, first build micro-perspectives for the challenges of a “positive work culture and performance-oriented mindset” and then provide macro-perspectives for “understanding and managing the challenges of technological and cultural exchange at the national and international level”.

Divided into two major parts i.e., micro and macro level perspectives, the volume contains 22 contributions from distinguished scholars dealing with the following key areas :

- Motivating and leading people
- Managerial excellence and inter-personal acumen
- Creating performing teams and enhancing overall organisational performance and effectiveness

How does one review a collection of 22 papers. It must be on the topical organisation of the book. In selecting the papers to develop each area and their introduction, Pattanayak and his associates have done an excellent job. Even in a big book (and this is a big one also with 588 pages) space is scarce and trade off must be made. Others might have traded off differently but in 2002 (when the book was put together) the selected articles probably reflect the landscape pretty-well.

The volume opens with an article by Pattanayak on *Strategic Human Resource Model on Creating Performing Organisations* (Ch. 1) which is based on a case study of Essar Steel Ltd. in India. This HR model has been developed further by Pattanayak and Niranjana more fully in their article *Organisational Citizenship Between a Proposed Hierarchical Model for Performing Organisations* (Ch. 2). While Chapter 3 (*Creating A Positive, Meaningful Work Climate : A New Challenge for Management and Leadership*) deals with modalities of positive climate management, in Chapter 4 author Whittington offers further into the challenges of workforce involvement particularly in the complex knowledge economy.

Citing the case of power sector in Orissa, Routray and Mohanty analyse the basic strategies of *People Development for Organisational Effectiveness* (Ch. 5). Aditya and Rosnow discuss an issue which has got relevance in the emerging market management development in the chapter titled *Executive Intelligence and Interpersonal Acumen : A Conceptual Framework* (Ch. 9). Other straightforward articles included in the first Part are : *Identity in Organisations and Organisational Effectiveness* by Paulsen (Ch. 6). *User Responses to Changes in Information Systems* by Ozag (Ch. 7), *Self Efficacy in Organisations* by Sanjyot Pethe (Ch. 8) and *Competency Assessment for Managing Impressions* by Pattanayak and Niranjana (Ch. 10). Pattanayak concludes the section on Micro Perspectives by analysing the *Process of Learning to Empower People in Performing Organisations* (Ch. 11)

Part II of the volume begins with the paper by Keating and Thomson on *Managing People in an International Context : A Fragmented Field in Need of Focus* (Ch. 12). While this paper sets the stage for cross-cultural management research, in Chapter 13, Gratchey et. al., deal with HRM issues in a global context focusing mainly on the leading companies in Russia. The approach for integrative global learning is developed by Dhars and Rajasekhar in their paper *Creating Performing Teams : Learned Optimism and Confucian Dynamism* (Ch. 14). In an interesting article, Venus Chatterjee elaborates on the principles of learning organisations for corporate success (Ch. 15).

Interestingly enough, the strategic role of compensation and reward systems for enhancing organisational performance forms the main issue of analysis of Atul Mitra's paper (Ch. 16). The rest of the papers in Part II are from Vipin Gupta and his associates. These are : *Managing the Performing Workforce in India : Challenges and Leagacies* (Ch. 17); *Cultural Worldviews and Their Foundations : The Case for Southern Asia* (Ch. 18) and *The Typologies of Organisational Culture* (Ch. 19). In addition, in a stimulating article entitled *Creating Transactional Performing Organisations : The Role of Inter-Firm Social Capital* (Ch. 20) (Gupta and Pattanayak interpret "the ability of firms to develop a set of values and practices that are aligned with other organisations in the society and around the world in terms of the concept of inter-firm social capital". Finally, in the last two articles (Ch. 21 and Ch. 22), Vipin Gupta presents Models of Technological Capability and of Organisational Performing reviewing Japanese and German cases.

By listing the varied contents of this book, this reviewer has tried to suggest that it has something for everyone. It is an extremely useful book, even though any publication of this nature will suffer from unevenness. Infact, no book of readings can provide tight systematic analysis of a given field, and this one is no exception. But this one atleast fits its contributing articles to the main subject area framework to which it is addressed. The selections are carefully chosen and the total product emerges as mature definition of Performing Organisation. What is most important, the reader can discover the trend of 'Performing Organisation' as it is cutting its way along the new research frontier.

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