

In consideration of the importance, significant part of the book has been devoted to discussion on integration. However the treatment has in most part been carried out at a conceptual level and no definite framework has been suggested. In a book devoted to intelligent manufacturing, some generic model of integration and a few case studies could have been provided. Some space could also be allotted to the principles of systems thinking, a term coined long time ago but recently made popular by Peter Senge's widely read book title fifth discipline : The Art of Learning Organisation. Some discussion on process benchmarking also could have been added.

Overall, *Intelligent Manufacturing* is a book recommended for people managing IT led redesign of manufacturing function, for functional managers participating in ERP or BPR initiatives. No doubt, it falls short of qualifying as a recipe book but it still shows some guiding light.

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Organizational Misbehaviour by Stephen Ackroyd and Paul Thomson, Sage Publications, 1999, £ 14.99

One more book on 'Organization Management' when the book-shelves are already crammed with innumerable books on the subject? True, but then the book under notice, is quite different. To begin with, it is neither textbook nor management refresher. The book, on the other hand, adopts an approach focusing on typical practical issues drawn from real-life workplace situations. The central theme of the book revolves around current management practices.

The redeeming feature of Ackroyd and Thomson's volume is that it brings out a view of behaviour that rings true, and which would account for the experience of organizations as it is known to people who work in them.

It is no denying a fact that both managers and organization behaviour experts alike not only underestimate the extent of 'organizational misbehaviour' but at the same time they also exaggerate the extent to which organizational behaviour can be changed by them. Surprisingly, standard textbooks in this area actually say little about the character of the phenomenon with which they are centrally concerned – the behaviour routinely exhibited by people in organization. Quite obviously, the authors move from simply wishing to redress an imbalance in the way the organizational behaviour is thought about.

"to considering the extent to which it has been ignored and disregarded by behavioural scientists and the reason for this".

Ackroyd and Thomson begin their study in bringing together the often disconnected threads from different studies and traditions dealing with "employee recalcitrance, resistance and self-organization". Although they argued in Chapter 1 that "the terrain of misbehaviour has not been fully or adequately mapped," re-discovery of 'recalcitrant worker' has been one of the most persistent motifs of Industrial Sociology. Using a number of interrelated and overlapping categories of their own (rather than following any established temporal or conceptual sequence), the authors focus on some of the most significant attempts to describe and understand recalcitrance.

While the literatures of sociology and other related disciplines contain abundant evidence of the full range of worker recalcitrance on the key themes of works, time, product and identity, 'organizational misbehaviour' has not been seen as a totality as the academic world has only partly unfolded the map. In the course of their analysis, Ackroyd and Thomson have shown that in the present century, and particularly in post second World War, social scientists have discussed a rich variety of such forms of behaviour, ranging from analyses of work limitation, absenteeism and time-wasting to sabotage, destructiveness and theft. No wonder, theorists have seldom realized the complete range of variations which forms of misbehaviour can adopt, and have often misunderstood their nature and the forces that give rise to such behaviour.

Keeping this view in mind, the authors therefore have attempted to expand that agenda, in particular by focusing on struggles around identity as they are emerging today, including those of sexuality and humour. Their other main concern has been "to locate employee action in a different explanatory framework – hence the term misbehaviour and the emphasis on the specifically organizational dimensions to it.

While organizations are in a period of significant change and that this is marked by considerable innovation in the behaviour of employees as well as in managerial actions, Ackroyd and Thomson place for more emphasis on 'employee innovation' than on other issues. More specifically, they discuss the innovative use of humour in organizations and the emerging politics of sexuality. Although both workplace joking and the expression of sexuality have been part of the terrain of misbehaviour in the past, these forms of misbehaviour are now becoming much more significant. The authors argue that behind changes of organization being introduced, "new kinds of employee behaviour and

misbehaviour are currently emerging : it is only to be expected that significant new misbehaviour in organizations is developing."

Unfortunately, these are often only dimly perceived by managers for what they are. The authors believe that "management, by and large, has not appropriately anticipated these innovations in behaviour." In fact, innovation by employees occurs in advance of management development, but management often fails to recognize it. When management finally receives something, it is initially at a loss to know what to do.

Ackroyd and Thomson's study serves to reinforce the conclusion that the tendency to misbehave or to consider the issue from the point of view of the employee, to behave in ways that seem appropriate to their situation as they perceive it, is the normal case. But this directly contradicts the assumptions embedded in orthodox studies of organizational behaviour, which take for granted a close correspondence between expected and actual behaviour.

Misbehaviour, as represented in various forms of informal action and self-organisation, should not be treated as a junior form of trade unionism or class struggle which should or will one day grow up. "Misbehaviour is not an alternative to or better than these grown-up pursuits, it is just different. It is what it is and no more." Unfortunately, these are enough managerialists with one or both eyes shut without joining them.

On the whole, the idea of 'organizational misbehaviour' is, no doubt, provocative as well as controversial. Some people are critical of it because it may give ground to management and implies illegitimacy and 'badness'. The authors counter this by showing that designating misbehaviour is a matter of perspective and definition and that "the identification and prosecution of misbehaviour is to be understood in terms of continuing structural imbalances of power".

In this supposedly post-modern period, some readers are seemingly still not subtle enough to notice the heavy use of irony in the deployment of key term such as 'organizational misbehaviour'. Before concluding, we must stress that the authors' account of the subject of 'organizational misbehaviour' will definitely become a part of a wider and more varied picture of workplace situation.

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