sions of a situation in organizations. In this chapter, different processes and how these processes operate at nine different levels in any organizations have been discussed. These levels have been identified between the microlevel (the individual) and the macrolevel (the society). These processes are interrelated, and therefore, the managers (specially HRD managers) being aware of these processes could develop intervention strategies to build links between these processes.

Chapter 2 describes the relationship between social culture and management. The questions raised in this connection are : how the concept of societal culture could be understood? Is societal culture always functional or dysfunctional for modernization? How to deal with the conflict between traditional cultures and modern management?

Chapters 3 to 8 deal the processes related to "The person"—the self-level processes such as perceptual process, internal-external process and focus of control, etc. Eric Berme's Transactional Analysis is lucidly dealt both in connection with interpersonal styles in chapter 6. Chapters 7 and 8 are related to leadership styles and the learning process.

Ten chapters, 9 to 18 that follow, highlight two salient areas such as "The Role" and "The Team", and concepts included in these chapters are : work motivation, managing frustration, stress and burnout, role efficacy, communication, interpersonal feedback, consensus building, conflicts and collaboration.

The final section of the book deals with "The organization". The section has five chapters and is devoted to organizational processes such as organizational climate, communication, learning, change and development. The focus of these chapters taken together is on management action and implementations in organizational settings.

Organizational behavioural process ultimately does succeed in assisting readers to understand how the functional aspects of the processes can solve organizational problems. Its strengths are clarity of prose, concisely worded descriptions of issues and suggestions for professionals in applied settings, and examples to aid readers in the use of concepts.

For these reasons the book deserves attention and makes a valuable contribution in this field.

The book is well written and comprehensive, despite the fact that most of the chapters were included in an earlier volume on organizational behaviour published in 1982 and some other chapters were published in other books or journals. These are modified and expanded in the present volume. Suggestions for further select readings are given at the end of each chapter. Nevertheless, a very complex and technical literature is dealt with in relatively nontechnical language and with due regard for careful definitions of concepts.

The Volume is largely addressed to managers, and can be used as a text-book for OB courses in the universities and management institutes. However, the book provides sufficient new ideas and hypotheses to provide work for serious research students as well. That is exactly what a good book should do.

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A challenge often thrown to an area of scientific enquiry is to prove itself useful in the world. *Motivating Organisational Roles* accepts this challenge. In the preface this challenge is well stated. It begins, "If one problem needs to be identified as the most critical one in Indian organisations today, it can safely be that of work commitment or work motivation. There is a general complaint that people in organizations do not put in their best, that they have low commitment to work, that the level of "discipline" is low and so on". Traditional approaches familiar to management by and large have failed to satisfy the practicising managers.

The approach described in *Motivating Organisational Roles* essentially is to help the managers examine the potential of their roles to be effective (i.e., role efficacy), and then to work out a plan to increase role

efficacy. In the present volume, some details of role efficacy—the concept, its measurement, its relationship with some aspects of managerial effectiveness, and ways of increasing role efficacy, etc., have been discussed.

This thin volume contains "jem of ideas". These ideas are discussed in eight chapters. Chapter 1 (Effectiveness through work) attempts to explain how and why the failure of traditional approaches of job fragmentation led to "job enrichment" concept of Herzburg. What went wrong with job enrichment?

In mid fifties, the concept of job design (or job redesign was extensively used. Very soon it was, however, found that job enrichment and/or job redesign was narrow and prescriptive in content and did not take the wider contexual aspect of the job such as the work group, the organization and its relations with social environment, etc., etc.

Chapter 2 (About organizational roles) explains the role theory and its usefulness in understanding the individual—organization interaction and integration.

Chapters 1 and 2 taken together set the theoretical ground work of the role efficacy concept-discussed in chapter 3 (Role efficacy and its measurement). In this chapter, the concept of role efficacy and its *three* dimensions such as role making, role-centering, and role-linking have been discussed. The measurement of role efficacy through different methods-Essay - writing, scaling (Role efficacy scale), unstructured interview, adjectives-checklist, and semantic differential scale (Role efficacy differential), have been very clearly described.

In chapter 4, the supportive research evidences on "Role efficacy and managerial effectiveness" have been given. The research studies cited are extensive and demonstrative to suggest its positive relationship with personal and organizational effectiveness.

Chapters 5 and 6 are important and critical for pactising managers, those who are in the human resource management in particular, and OD practitioners.

Chapter 5 (Increasing role efficacy) details the step-wise methods of increasing the efficacy of roles. It is a helpful and very well designed chapter.

Chapter 6 (Strategy of change : OD through role efficacy) describes a 3-day role efficacy lab (REL) and its work-out stategies in an organization. This is another useful chapter for OB/BS faculty, OD and HRD managers.

Chapter 7 gives the references and Chapter 8 provides six appendices—guidelines for scoring role-essays, Role-efficacy scale and its scoring Key, conversion table of raw scores into role efficacy index etc.

The concept of role efficacy is further elaboration of "role-innovation" concept (Schein, 1970, Van Maanen and Schein, 1979) and role-making research in organizational settings (Graen, 1976). The role efficacy concept also supports the social exchange theory of Homans (Homans, 1961).

Organizational creativity could be thought of in two ways : content innovation, the kind of creativity traditionally identified in most R & D units such as designing a new machine, or a new product, and the second one—role-innovation, on the other hand, focusses on creative energies utilized in the role such as new ways of establishing financial controls, new ways of supervising people to maximize their productivity, and so on.

Role efficacy model uses these ideas to measure one's hidden potentialities and how these potential energies could be converted into kinetic energies so that one's own role could be more effective. The role efficacy model—is certainly a step ahead of the earlier model "Role Analysis Technique (RAT)" of Dayal and Thomas (1968).

The growing literature on role-making research (Seers, 1989) highlights the importance of role-efficacy model in Indian context as well.

The present volume, therefore, deserves serious consideration for the research students, teachers, and HRD managers in this field.

The book is well organized. In sum, it is

excellent in combining lucidity and creativity, and integrating theory and practise. The book just might curve out its share for OB-OD market.

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Some Issues in Development Administration, Edited by Padma Ramachandran and M. A. Oommen, Oxford and IBH Publishing Co. Pvt. Ltd., New Delhi. 1987, pp. 223, Rs. 95/-

This is a useful collection of essays presented in a conference organised by the Institute of Management in Government, Trivandrum, one of the most energetic of such Administrative Training Institutions set up at the state level in the wake of the Administrative Reforms Commission. Divided into two parts, the book contains ten invited essays on some of the major issues pertaining to development administration covering both policy and implementation and a summary of the comments on them. The editors must be congratulated for this because the issues are crucial

and the debates on them are far from recoeciled. Since the participants in the conferencn were drawn from the ranks of social scientists, administrators, management experts and practitioners, the readers are benefited by the alternative points of view as they converge on the different issues raised.

As the editors point out in the Introduction, there is a general tendency to lay the blame for failure of the development programmes at the door of the administrators and the implementing agencies. But poor conceptualization and operational strategy must also take their share. Some of the problems in conceptualization lies, as P. C. Joshi observes, in the fact that development is often viewed as a problem of technology and equated with economic growth. The institutional dimensions of planning, particularly the constraints posed by social institutions and values are mostly ignored. Even granting the fact that many of the social sciences are not in a position to translate their insights into concrete proposals, he prescribes an institutional approach as a corrective to a predominantly technocratic view of development planning. The task of 'promoting a community-oriented outlook and of building community oriented institutions as the framework of development' is most crucial in the Indian context, he observes. This can be taken care of, to start with, if there is a shift from centralized to decentralized planning and administration. But do we have a clear perception of what decentralized administration is ?

In a paper marked for its clarity and perception, Nirmal Mukarji argues that the question of decentralization must be tackled at three levels. At present, because of the emergence of the non-Congress governments in the states and the dominance of the regional and local power elites, the centre-state issue has got a higher salience. But decentralization also means devolution from the state to the district level and down below. Unfortunately, except in West Bengal and Karnataka, the ruling elites in most of the Indian states are apathetic to such devolution. Mukarji asserts that democratic decentralization 'involves devolution of powers rather than delegation of administrative functions and authority'. The second which is the bureaucratic path has powerful support both from the political