rewards have also clustered to form this factor along with growth, challenge and autonomy. On this basis Dr. Agrawal empirically contradicts, like many other researchers in India and abroad, Herzberg's dual factor theory.

On the basis of his study, Dr. Agrawal holds that five factors are basic to the effective role performance of supervisors viz., job satisfaction, energy, social relations, union perception and family life. This is an important observation having practical message for industrial management. Although, some of these variables' roles in supervisory performance have been noted earlier by other observers as well, it is useful that Dr. Agrawal has found further empirical support to their findings in two public utility undertakings in India. However, the main fault of the book lies in the failure of Dr. Agrawal to fully explore a significant point of the theme that he himself noted in Chapter I of his book - viz., the change in the supervisor's position in the workplace from someone with authority to one just playing the role of a buffer. It appears that the study has not considered in its survey-design how this change and the perception of the same by the supervisor has affected his performance, role as well as his behaviour in the workplace.

On the whole, inspite of some shortcomings, the small monograph by Dr. Agrawal represents a valuable addition to the management literature in India as it provides interesting factual information about the supervisor's role and the factors which shape the same.

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Decision Support Systems by R. Jayashankar, Tata Mc Graw Hill, 1989. Hard Bound, Price Rs. 135.00.

This book is essentially a tour of several currently popular software packages which can potentially be used by non-computer professionals for meeting their information processing requirements. After a very brief introduction to the concept of a Decision Support System, the book moves on to introduce microcomputers and some assorted information aimed at clarifying issues for the first-time user of personal computers. Following this are the chapters focussing on avail-

able software products. Interactive Financial Planning System (IFPS) is covered in some detail while PC Focus, Oracle and Ingres are briefly touched upon. This is followed by a series of chapters discussing very recent developments like Expert Systems, the concept of an Information Centre, Executive Support Systems and Group Decision Support Systems (GDSS).

There are very few Indian books on Information Systems and this well produced book is certainly welcome. It brings together several topics not usually found in a single book, and may be found useful by executives wanting to gain a broad overview of personal computing using PCs. The book has attempted to cover many topics and this is perhaps responsible for some of its shortcomings. For example, the chapters focussing on theoretical issues like the components of a DSS, Expert Systems, Information Centre, GDSS, etc., do not fit in well with the major focus of the book. While the case based approach using IFPS is welcome, it is doubtful if too many readers can profit from the exposition because of lack of availability of the software. Despite their limitations, Lotus and Dbase would have been much more effective as vehicles for communicating the ideas. The utility of the chapter on PC Focus, Ingres and Oracle is similarly questionable. Further, these have not yet attained the status of 'end user languages'.

There are several places where the book appears to be merely an uncritical compilation of irrelevant information. The section on selection of DSS giving details of several products and other details like their vendors, etc., appears totally irrelevant to Indian users (for example the 800 hot line for user support, which applies only to users in US and Canada). The table of expert systems also seems to be a case in point.

The book could serve as supplementary reading material for participants in management development programs on computers and information systems. Organizations conducting these programs usually have the necessary software, and the book can perhaps serve as a reference.

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