

Indian organisations. The author should also have elaborated on the problem of developing secondary leadership in relation to sibling rivalry in a resource-limited society like that of ours.

The last chapter presents an interview protocol between Professor Udai Pareek and Professor Ravi J. Mathai, the first full time Director of the Indian Institute of Management Ahmedabad. This dialogue brings out, very interestingly, the various aspects of the institution building of IIMA. I hope neither Professor Pareek nor Professor Mathai would prescribe the same treatment for other institutions too, for the experiences of several others would eminently be different.

The biggest weakness of the book is the editorial lapses and poor proof-reading. Several references cited hither and thither do not find mention in the references (e.g. Blaise, 1964, PX; Anderson 1964, P 98; Flanders, 1979, P 106.) Sub-heading—De-operationalizing the top executive (P 153) has missed elaboration. There are printing errors galore, otherwise the book makes a smooth reading.

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Industry and Labour : An Introduction, E.A. Ramaswamy and Uma Ramaswamy, Delhi, Oxford University Press, 1981, pp. 284. Price : Rs. 35/-

Over the years industrial relations systems in India is tending to be an intricate maze. Embodied in the legal superstructure and enmeshed in thorny politics the field has become too complicated to be comprehended and elusive to closer scrutiny. This is so despite downpour of books in the area, for many of

them are either less articulative or out of tune with the environmental milieu. The book under review is a welcome addition and represents a novel attempt as it gives a lucid exposition of the theory and practice of industrial relations in Indian context. It is brought out under college and university level Text book series (CULT). Though it is specifically addressed to Indian students, it is rich enough to cater to wider audience.

The authors have dealt with the crucial problems of Indian labour and industry viz. recruitment, commitment, impact of industry, trade unionism, industrial conflict, collective bargaining, industrial relations, and workers' participation and worker control in 9 chapters. The overall purpose of the book, as claimed by them is "to make the reader theoretically sensitive to and empirically well-informed on the subject of labour-management relations". With this in view, they have attempted to blend theory and fact by drawing liberally from the multi-disciplinary research findings (in Indian context) wherever possible and presenting major theoretical perspectives viz. pluralism and radicalism at the appropriate points of discussion. This approach is refreshing and stimulates interest.

In their discussion of recruitment and commitment, they have outlined the theoretical postulates of Kerr et al¹ and Moore and Feldman² respectively and cited empirical evidence to disprove certain naive hypotheses developed over the years. This insight is helpful to spur further academic enquiry. Here the reviewer feels that in their analysis of labour commitment in India, the authors should have shed some more light by incorporating a few more research findings : such as Munshi³ on labour commitment theory and Sengupta⁴ on commitment.

These and several other studies imply that

the connotation of the concept of labour commitment is vague and is not applicable in the peculiar socio-cultural matrix of India wherein, unlike in the West, the traditional social institutions like caste and joint family instead of being replaced by newer forms are remarkably adapting themselves to the increasing demands of industrialisation.

While examining the impact of industry, the authors have dealt with the "convergence thesis" of Kerr et al (op cit) and referred to the notion of "Post-industrial society" of Daniel Bell⁵. This latter discussion, though more of academic value would have been enriched had it taken into consideration the views of Touraine⁶ and Ross⁷: while agreeing with Bell on major points, Touraine (1974) wants to label post-industrialised societies as 'programmed societies' and tries to analyse the structure of domination in them. Following Dahrendorf, he says that the fundamental divide is between the programmers and the programmed. According to him technocracy emerges as the dominant group and conflict centres around the creation of knowledge. This conflict is indicative of tension on the one hand between rationality and technological requisites, and on the other, between personal autonomy and self-control (Bell refers to contradiction between the cultural values of participation and the values of technocratic decision-making).

Ross (1974) is of the opinion that Bell's thesis can be interpreted as the analysis of the problems of advanced capitalism whose contradiction in its highly bureaucratised, impersonal and rationalised form is coming under the critical scrutiny.

Two separate chapters deal with trade unions and industrial relations in India respectively. The statutory framework on which hinges the whole gamut of industrial action

has been dealt with perfunctorily. Here also, it would have been better had the recent trends been examined with up-to-date and some more empirical evidence. Likewise, in their analysis of the schemes of workers' participation in India, they could have highlighted on the dynamics of socio-political realities which have baneful influence on the 'modus operandi' of the schemes.

In general the authors give the impression that the recent increase in unofficial strikes (shop-floor protest) especially in Britain and elsewhere is a challenge to the legitimacy of the official unions and may be a portender of militant unionism with a distinct class-bias. But it looks like a doubtful proposition. To quote Simpson and Wood⁸ "The high percentage of unofficial and unconstitutional action has been the subject of much comment. There has been an overall tendency towards an increase in the extent of unofficial action which, in recent years is closely related to the increase in conflict in certain industries. But to go no further than drawing the apparently logical conclusion that there exists an inability on the part of unions to control their members is misleading and short sighted. For the pattern is not of action taken against the official union policy but of spontaneous short-lived action, which by its very nature is rarely capable of receiving official blessing before it is over. Such action may be retrospectively ratified or totally ignored by a union. . . . The key to their structure is not hierarchical authority, but rather response to pressures and initiatives from a democratic base. In so far as such action is unconstitutional it may be said to reflect growing irresponsibility by those participating. But as the Donovan report indicates this again is a misleading conclusion. In the industries which have become especially prone to unofficial strikes, the fault

is commonly found in the inadequacy of the procedure".

As this is a text book, a brief mention should have been made to the concept of 'industrial relations system' after the first three chapters, in order to understand the subsequent topics in their proper perspective.

Despite these, the book is promising in so far as it introduces the reader systematically to the theory and practice of industrial relations in India and the authors deserve encouragement for their maiden collaborative enterprise.

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4. Sengupta, A.K., "Commitment of Indian Workers" Working Paper Series, IIMC. No. 13, October 1975.
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Case Method in Management Development, John I. Reynolds; New Delhi, Oxford and IBH Publishing Co, pp. 264+VI; Rs. 40.

Despite the differences of opinion among management educators about exclusive use of case method of teaching as to its effectiveness, it has come to stay as an important tool of training. Even though the extent of reliance on this method may vary from institution it is used by a broad spectrum of institutions ranging from the one's who rely exclusively on this method to others who use it as a supplement to other methods of teaching.

Large number of management educators who had no formal training in case method are finding it increasingly necessary to use cases in their curricula in some form or other. Similarly the developing countries with their newly established management Institutes are finding it difficult to have sufficient number of cases written in their environment. It is these problems among others which make this volume of great importance to management educators generally and those in developing countries specially.

The volume under review is a guide for effective use of case method in management training. The Volume is divided into four parts. The first part is intended for the students of case method, guiding them as to how to study a case, participate in the case class and write a case analysis report. This part may be of immense help to students who are new to the system. This would also be helpful to teachers for introducing their students to case method.

The second part is a guide to teachers. This part systematically introduces the methodology of conducting a case class, developing case courses, and shows how to choose and sequence the cases for such courses. It also deals with the most difficult task many teachers might have