

paid workers are extravagant in their spending habits, the argument that they had to send back their wives and children home because of inflationary pressure does not appear to be very convincing. It might have been true of some workers but certainly not of a very high proportion of them. In fact the question of sending their wives and children to their village homes would not arise in many cases. This would become evident from the fact that of the 56% of workers who lived single, 20% were unmarried. Moreover of the 80% of the workers, who were married, it is likely that many of them might not have any children because data show that most workers were below 30 years of age and had put in not more than six years of service. Even if it is granted that this proposition is wrong, the question still remains as to what proportion of workers could live even under normal conditions with wives and children in a place like Delhi given the fact that 90% of these workers had income of Rs. 200 and below (84% in the income groups of Rs. 100-200) and lived in *jhuggies* without such basic amenities as water, light, drainage etc. The fact is that the economic condition of workers (or for that matter of any other section of population) and the impact of inflation on them could be properly understood only if one takes into account not only their size of households in the cities but also the nature of their linkage with village homes and the people living there, their life style, outlook and so on. But unfortunately the authors go very little beyond presentation of data (collected with the help of a highly structured interview schedule and processed on computer) and mere description of the same. In fact the study lacks analytical depth for which it cannot be rated high

even though the authors claim that the "present study could be considered a pioneering and exploratory attempt" because the question of "repercussions of the inflation of this magnitude on the vulnerable sections of industrial workers.. has never been enquired into systematically."

One of the objectives of this study was to generate data which ' would help employers, trade unions and the government in making decisions on the form and the priorities of compensation programmes and other measures during the period of acute inflation.'" However, it would probably not be an exaggeration if one claims that for the kind of prescriptions made (such as protection of wage, strengthening the public distribution system and enlarging its scope of operation, provision of greater non-wage amenities and so on), a research study of this sort was not necessary.

Same ideas recur again and again at different places. With proper editing the size of the volume could have been further reduced.

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Management by Objectives : Concepts, Methods and Experiences. B. L. Maheshwari, New Delhi, Tata McGraw Hill, 1980 pp. 295.

One of the important function of a book of this type is to convey clearly and precisely the concepts, ideas, applicability and limitations of the subject matter. Professor Maheshwari deserves congratulations for very successfully performing the above objective

through his book under review. Right in the very beginning he has clearly stated that the book is written for experienced managers to help them develop an understanding of Mbo as an approach to organisation development, as an instrument of organisational and managerial effectiveness, and as a framework for the management of large and complex organisation. Thus the book does not attempt to simplify complex issues and is not a do it yourself book. I think the author is too modest; the book is very clear and even complex issues have been presented in such a simplified language that the book may even be of great use to the new managers and students of management. Besides the above, the writer, it seems, is constantly and rightly conscious of the fact that Mbo almost from the very beginning is interpreted, understood, and practiced with different meaning, different emphasis, and sometimes with different terminology. A few such terminology identified are viz. Accountability Management, Action Plan Objectives, Goal Management, Improving Business Results, Improving Managerial Performance, Management by Objectives and Results, Management by Results, Performance Results and Individual Development Evaluation (PRIDE) etc. Some people place emphasis on achievement of objectives and some on the process by which these objectives are established and achieved. With all these in view the author has maintained a perfect balance of such differentiation.

The book is in two parts. Part I deals with concepts and methods and part II with real life experiences. The first part has eight chapters viz. Mbo for Organisation Development, Basic Concepts and Methods, Corporate Objectives, Manager Objectives, Action Planning, Performance Review, Implementation

Strategies and Issues, and Role of Change-Agents. All the chapters are well selected, properly planned and sequential. Even in the chapter selection the author is cautious in trying to balance different views e.g. chapter three and chapter four viz. Corporate Objectives and Manager Objectives are related to the British and the American approaches. The American practice of Mbo stressed appraisal and motivation of the individual manager, resulting in an individual-centred Mbo, which could be practiced even without the organisation wide objectives and philosophy of management. On the other hand, the British pattern Mbo, particularly in the sixties focused on corporate planning and corporate objectives and viewed the individual manager's contributions as a means to the company's goals of profit and growth. To substantiate this the author has quoted George Odiorne and John Humble.

The next two chapters i.e. chapter five and six have been devoted to the point wise analysis and details of "Action Planning" and "Performance Review". Action planning includes scope and rationale e.g. under uncertain and risky future how action planning is important for increasing confidence in the validity and feasibility of an objective etc. It also includes the processes of action planning, responsibility matrix, personal action planning, and some useful techniques like Venture Analysis (Decision tree and breakdown structure) and Network Analysis (Bars, Milestone Charts, PERT, and CPM). Under the performance review focus is on managerial appraisal. Linkage of such appraisal to Mbo and a detailed and critical evaluation along with action plan for such appraisal are very good.

Chapter seven deals with "Implementation Strategies and Issues". This chapter is very

cautiously written may be because there cannot be a standard Mbo package or common or universal strategies and approaches to Mbo implementation. The strategy and programme will vary according to the needs and conditions of the organisation. Different approaches are discussed to be implemented under different conditions e.g. the leadership style of top executive etc. organisational structure, past performance etc.

Chapter eight discusses the "Role of Change Agents". The change agents may be the chief executive, internal change agent, and/or the external change agent. Analysis of how their role will be more effective under different conditions are presented along with the details of selection and training of Mbo advisers, selection of consultant as an external change agent, coordination with the change agent etc.

Part II has a number of Indian cases and experiments. This is very helpful in looking at how can one effectively apply Mbo in Indian setting and what are the constraints in such applications. The Indian experience with Mbo according to the author could be looked at in two phases : (1) upto 1973 and (2) since 1974. The first phase was characterised by curiosity, learning euphoria and high expectations. The period when Mbo was very popular. The second phase was more of a serious interest, balanced appreciation and diverse applications. Chapter nine deals with the overview of Indian experiences and chapter ten through fourteen with the cases and experiments along with analysis. Chapter fifteen deals with Mbo Advisers experiences as an internal change agent. This chapter, I am sure, will be of great help

especially to the internal change agents in understanding and adjusting with their roles and coordinating the efforts. Experiences of a number of senior managers are presented here. The last chapter i.e. chapter sixteen under the heading "Learning from Failures" presents eight cases of organisations in India where Mbo could not survive or get success. Four of these are public sector and four are private sector organisations. The author has analysed the failures and has given eight lessons out of it. A few of them are like top management commitment and support, full time Mbo advisers role and adjustment, role of external change agent etc.

As a whole the book is very exhaustive, highly organised and well balanced. Only at last under bibliography that one finds a few incongruencies in the ordering of years of publication by the same author.

Overall get up is very good. Printing is clear, beautiful and almost free from printer's devil. With all point of view the book is excellent and of a high standard. It has come at a right time as these days we are very much looking for indianisation of Indian management system and all the concepts and techniques that have been applied in Indian management system during the last two decades are under review. Explanations of concepts and methods in the first part and real Indian experiences in the second part of this book will be of great help in such review.

It is a priceless book.

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