

The conceptualisation of "middle management" as attempted in this book does not seem to be adequate especially in its application to the Indian corporate scene, where fiscal and legal measures have affected this intermediate category of management. The present study should have taken a comprehensive view of this term. When the middle-level managers represent "the very back bone of Indian managerial environment" (preface), focussing attention on their training only in the private sector without highlighting this integral aspect of their counterparts in the public sector, gives this work limited value and applicability.

The Study purports to make a survey of the Practices, Policies and Processes of executive training in Indian Management as applicable to its middle level and show changes necessary in such programmes to improve executive performance. But in outcome it does not seem to have achieved this objective in toto : firstly because, its scope was restricted to private sector, secondly, the design of the questionnaire for academicians and executives alike might not have given the true glimpse of the training scene in the corporate domain as can be discerned from published material and observation and finally the prescriptive and diagnostic measures suggested are of a general nature.

Though not wholly relevant, this little book is expected to spur further enquiries in the area of executive training.

B. S. Rao
Research Assistant,
PM & IR Group, IIMC.

Behavioural Processes in Organizations.
Udai Pareek, T. V. Rao and D. M. Pestonjee,
Oxford and IBH Publishing House, 1981,
Rs. 55.00.

One of the significant developments in recent years relates to the growing recognition amongst managers regarding concepts of Behavioural Science and the potential they have for enhancing the effectiveness of the human resources of an organisation. The authors of the book state that for managers an understanding of the "theories in action" is more important than mere cognitive learning. The present book is intended for managers and aims at providing an understanding of 'theories in action'.

The book is divided into three parts. Part I consists of readings organised into twenty two chapters. Part II contains twenty four cases. The cases are minimal descriptions of events and serve to highlight the concepts presented in Part I. The third part contains psychological instruments many of which have been developed by the authors.

The readings in Part I are organised into three modules. The first module focuses on the individual and attempts to provide an understanding of the person. In the first chapter the functions of the manager are outlined in terms of interpersonal, informational and decisional roles. This is followed by a discussion of psychological factors like perception attitudes, values and motives which influence managerial effectiveness. It is surprising, however, to note that authority, the basic resource which the manager uses to discharge his role has not been mentioned at all. A separate chapter on understanding authority in the context of superior subordinate relations and some ways by which a manager can use this resource more effectively would have added to the usefulness of the book.

In the preface to the book, the authors identify students of management and practising

managers as groups which are likely to read and benefit from this book. While practising managers are primarily looking for aids in developing skills in solving day to day people problems, students of management, on the other hand, are looking for accurate description of social and psychological factors that operate on individuals in organizational settings. The contents of the chapter in the first module are likely to meet the needs of the latter group more than the former. The eight chapters in the second module aim at providing the reader with an insight into the dynamics of intra and inter group processes. Chapter 11 on Interpersonal communication explains the process using the Transactional analysis terminology. Some characteristics of effective communication like, congruence, economy, accuracy are discussed. Chapter 12 on Feedback explains interpersonal feedback and some factors which make feedback effective. The discussion in these two chapters are primarily covering dyadic interactions and a reader is not likely to end up with a clear understanding of these processes in a small group situation.

The eight chapters in the second volume do not clarify the meaning that is given to the work group. How does one differentiate a small group from a dyad? This confusion is confounded by inclusion of chapters on creativity and leadership styles which should have been rightly included in the first module.

The third module in part I of the book deals with intervention processes in organizations. The five chapters in this module cover mechanism that an organization can use to create a healthy work climate, solve problems and initiate change. A practising manager is likely to emerge richer with an understanding of dysfunctional processes in the organization and how these can be changed through a strategy of educating the managers. The role of a manager as a change agent is an onerous and a chapter on the dilemmas and conflicts inherent in a change agent role would have greatly enhanced the utility of the book. A statement from Prof. Udai Pareek on the basis of his wide experience in consulting with human systems in a variety of organizations would have been a very appropriate addition to the book.

The cases and Instruments which form part III of the book are useful aids in understanding the readings in part I of the book. The authors have rightly cautioned the reader against using the instruments for purposes of evaluation. Overall, the authors need to be congratulated for presenting a viewpoint on the need for understanding human processes in a convincing way.

V. Anand Ram
Member of faculty,
Behavioural Science Group,
IIMC.

RECEIVED
IIMC
11/11/81