
Book Review

Understanding Organisational Behaviour

(Second edition)

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Effectively managing an organisations resources is one of the most critical activities in any complex society. Human behaviour, decisions and actions play vital role in every aspect of an organisation. The author very beautifully put up the fact that while other resources like finance, technology etc. can be bought or transferred from any where of the world but human process can not be bought and only those managers will survive who understand the behavioral sophistications specifically with reference to the organisational settings.

The book is divided into five parts. It is a known fact that the world is going through a transition with technology changing at every blink of the eyes. The world in general is starting to look smaller and global dominance more attainable. Part I of the book deals the changing context like flattening of the globe, changing profiles of the employees etc. Chapter 3 and 4 deal with the impact of societal culture as well as organizational structure. The positive thinking and its interventions on Organisationnal behaviour is discussed at length.

Second part includes six chapters that focus on key aspects of individual behavior. All concept of individual behavior like learning, perception personality, attitude, values are dealt with in detail and to integrate these concepts with actual experiences cases are given after every chapter. Cases such as McDonald's 'Beef Fries' controversy help students to understand the relevant problems from the Indian perspective and also with the Western perspective.

Part three provides in-depth coverage of issues, challenges and understanding of the role. Topics like Role effectiveness, dynamics of roles, role

conflict, coping with frustration, stress etc. helps in transition from theories to actual organisational practice. The Indian cases that are integral part of every chapter further add to the understanding of these concepts and throw light on the practical aspects.

The next part moves from the individual aspect of organisational behaviour to more interpersonal aspects including interpersonal communication, effective teams, exploring the various aspects of leadership with a full chapter on tomorrow's leadership. The author has done a great job by putting these challenges in Indian context.

The last part addresses issues at more macro level and deals with the dynamics of organization as a total system. Organizational culture, power and politics, diversity, communication, and organizational learning are all factors within an organization and all these terms are well defined in this book. The understanding of these concepts gives a holistic view to organizational behavior and their implementation is necessary in order to create a truly more efficient work environment.

The book reintroduces the various theories in the latest context. The text is presented in a dynamic and contemporary fashion using cartoons case lets, surveys and case studies and they all are in Indian context. The classroom projects and the field projects at the end of each chapter help the students to understand the practical implication of the theory. The practicality of the book could be increased more if small experimental exercise and games could be added though it does not reduce the value of the book in any way.

Shivani Kapoor