Book Review

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Title	*Organizational Behaviour, A South-Asian Perspective*
Authors	**Debra L. Nelson, James Campbell Quick and Preetam Khandelwal**
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In the current business scenario, the study of individuals' behavior in a workplace is the key challenge for the managers. The psychology and perspective of every individual is different, and when two different personalities come in contact, there is a high risk of conflicts arising. Hence, a study of organization behavior and its concept has become necessary for every management student. The study that relates to behavior of individuals in a group and the organization has been described by various authors in differentiated ways. The book ORGB 2e, is also one of the books that helps in understanding the concepts of organization, behavior of individual, the processes adopted by the organizations for communication, formation of teams and other organizational processes. The set procedure in which the authors have divided the concepts in the book is appreciable. The flow that begins with understanding basic concept of organizational behavior, which is then carried forward in understanding behavior of individual, and that continues with interpersonal behavior and structure of organization as a whole.

The authors have tried and contributed in the field by throwing a light on previously uncovered topics. Through the book, a link between already developed concepts in the field and the new upcoming behavioral concepts can be framed. This book is a proper blend of different sides of behavior that employees are likely to have within a workplace. Every chapter of the book has its own importance and contribution in the book that helps the reader to formulate a clear image about the structure of the organization.

The book comprises of seventeen chapters that come under four major parts. Following is a detailed explanation about each part of the book:

The first part of the book is the introduction part that helps the readers to understand about the basic concept of human behavior in the organization. This part of the book is explained through two chapters. First chapter introduces the concept of behavior that individuals are likely to have within the frame of workplace, which is followed by an understanding about the changes that have occurred in behavior of employees with the changing time. The chapter also enlightens through explanation about the diversity of people in the organization that has occurred because of globalization. The pros and cons of the diversity and changes have been then discussed by the authors so as to give a clear image about the current happenings in multinational corporations. The chapter ends

with a note about the learning relating to organization behavior and the key factors that are to be understood while studying the term. The second chapter of this part explains about the major challenges that managers are facing while dealing with different behaviors at the organization. The chapter explains the difficulty that comes in workplace in dealing and competing in the globalized economy. It is continued with explaining how cultural differences of employee lead to formulation of different attitude for work. The concept diversity at workplace has been explained here by the authors by quoting cases of three different international benchmarked companies. The chapter further explains the concept of ethics and explains to the readers various theories of ethics. The chapter ends with details of ethical dilemmas that the mangers face in the modern organization. The term "whistle blowing" has been explained in detail in this chapter. The authors have tried to give knowledge about the rights that employees have in the organization and that can benefit both, the employees and the organization as a whole.

The second part of the book has its core focus on individual behavior and the process that individuals adopt to settle down in the workplace. The authors have explained this part with the help of five chapters. A detailed explanation of person's personality, attitude, motivation management of performance and stress has been given in the five chapters of this part of the book. The third chapter of the book relates to a discussion about the term personality. The chapter starts with a description about personality that people adopt when they enter into an organization which is then followed by an elucidation of personality theories developed by different personality theorists. The chapter includes topics like application of the theories practically, the perception of individuals while they are working in the organization and the characteristics of perceiver, target or situation that serve as a barrier in framing of perception. The chapter ends with a note about technological upgradation and how are organizations training their employees to adjust with such innovations in technology.

Chapter four of the book is a continuation of description about individual behavior and has thrown light on the terms like attitude of the individuals, their emotion in the organization, the ethical behavior they should have while performing the work. The term attitude is explained with the help of ABC model and a process of attitude formation has been discussed in detail by the authors. The term that holds the core importance in the chapter is job satisfaction that is discussed along with the concept of organizational citizenship and workplace deviance. It is then followed by clarification about the emotions at work of employees. Lastly the chapter has its focus on the factors that forms the values of workplace, the morale development of the employees and Machiavellianism. This part of the chapter has been enlightened with the help of a case study that has discussed the biggest corporate fraud that has taken place in India.

The next chapter in the book related to motivation in the workplace. It has discussed about the needs that relate to the motivated behavior of the workforce that is followed by different key theories relating to the term motivation. Lastly, the cultural differences that occur in motivation have been highlighted. The

term cultural difference has explained the different implications of these motivational theories in different parts of the world. It has shown that the results of the theories differ in different organizational setup. The work of authors is appreciable here as they have discussed about the practical implications of the theories that depict the motivation of the employees. Chapter six in the book deals about the term performance management. This chapter starts with a discussion about different learning models in organization and the theories that relates to learning. The authors have then discusses the process and importance of goal setting in work structure. The main term of this chapter is performance that has been highlighted. An in-depth detail about the term performance, its management, and various methods of performance measurement and characteristics of performance appraisal system has been given. A detailed description about the reward system and differences in individual as well as team reward system is also given in the chapter. The chapter is concluded by summarizing the corrective methods for improving the performance of the employees by the process of inducing spirituality in them, coaching them and giving them timely counseling or mentoring their career goals.

The last chapter in this part of the book is related to the term stress and begins with a thorough understanding about what is stress all about. Small discussion about all the four approaches to the term stress has been given by the authors. Adding to it, the term stress response and various sources from where the stress among individuals arises have been focused in the chapter. Furthermore, the consequences of stress, and the difference in stress strain among different people have been highlighted. Lastly, a prevention management of stress has been discussed in the end of the chapter.

The third part of the book consists of interpersonal behavior of employees in the organization. This part of the book deals with the concepts of communication, team work, the process of decision making, power, leadership and conflicts. All the scenarios that happen to occur when different personalities of the organization meet, are discussed in this part of the book. The first chapter of this part of the book is dealing with communication in the organization. It has highlighted various forms and barriers of communication in the organization. the different concept that has been discussed by the authors is the interpersonal communication model and highlighting the skills that effective manager should possess. The chapter is ended with an example of Dr. APJ Abdul Kalam who was a great communicator. The impact of new technology in communication has also been discussed in the chapter.

Chapter nine of the book is all about the work team and work group that has its focus on the behavior that individuals have while they work in a group. It has discussed the process of group formation and the functions that help in maintaining the effectiveness of the group. The chapter also explains the factors that impact the overall efficiency of the group and ends with a discussion about the work teams that are formed at the top management in the workplace. The diversified and multicultural teams at the top level can impact the working of

the whole organization; hence a detailed discussion about such teams has been done in the chapter.

The tenth chapter of the book deals with decision making process and the models of decision making in the organization. It enlightens the readers about the influence that individuals have on the decisions that is followed by an explanation about the process of group decision making in the organization. The main factors in decision making that can impact a decision is culture and diversity in the organization that has been considered in the chapter. It ends with a discussion about the effects that participation of employees on decision making and the factors that help in decision of giving the power to the employees for involving them in the process of decision making.

Chapter eleven in the book is about the concept of power in the organization that leads to a political behavior of employee. The first half of the chapter highlights the concept of power its sources, forms, symbols and ethical use of positive and negative power in the organization. The next half of the chapter deals with a discussion about the term political behavior. This part of the chapter has explained about the influence tactics that the employers should have and the political skills that are necessary for the management of employees. The last part of the chapter explains the measures to manage the political behavior that employees and employers of the organization possess. The next chapter in the book deals with the concepts of leadership and followership. Various theories of leadership have been explained in detail at the beginning of the chapter that is followed by the issues that leaders are facing in recent times. The chapter further explains about the term followership, its types. The chapter ends by providing certain guidelines for effective leadership in the organization.

The thirteenth chapter in the book is about conflict and negotiation. This chapter holds an utmost importance as conflict is an unavoidable concept while discussing behavior in a workplace. This chapter has thrown light on the nature of conflicts as well as the causes because of which conflicts arise in the organization. Furthermore, the forms of individual and group conflicts have been discussed separately in detail in the chapter. The chapter ends with an explanation about the strategies and technologies that help in management of conflict and the styles adopted by managers for conflict management.

The last part of the book is organization processes and structure that is sub divided into four chapters that explain the work and organization design and organization culture and change. Chapter fourteen in the book is job and design of work that enlightens the readers about the meaning of work design and traditional as well as alternative approaches to work design. This chapter also highlights the contemporary issues that are faced by the managers in designing the work. The fifteenth chapter of the book is organizational design and structure, and it discusses about the process of designing the organization through differentiation. The chapter has focused on variables and configurations that are required for designing the organizations. It concludes with a discussion about new and innovative structures of organizations and the factors that have an adverse effect on these structures.

Chapter sixteen in the book has given details of the concept of organizational culture, its concept, its levels and the functions of organizational culture. It is followed by an explanation of the relation of organizational culture with the performance of the employees in the organization. The chapter further discusses the role of leader in enforcing a specific type of culture and assessing the culture in organization. at the end the chapter highlights the key challenges that occur in development of positive and collaborative culture in the organization. The last chapter of the book is about management of change that has thrown light upon the forces that lead to changes in the organization. Various models of management change have been discussed in the chapter that is followed by a detailed discussion on individual and group focused techniques for organizational development interventions required in a workplace.

The overall structure of the book is framed in a manner that helps the reader in analyzing the organizational behavior from the grassroots. The flow of information in a particular style has helped in a better understanding of each and every concept. The book has brought into light various new concepts that relate to the field of organizational behavior. The only limitation of the book was that it has lacked practical examples. Only a limited number of cases have been discussed in the chapter. An addition of more number of case studies at the end of each chapter can help in the value addition of the book.