

## BOOK REVIEW

### *“Understanding Organizational Behaviour”*

*(Second edition)*

ISBN-13: 978-0-19-569086-6

ISBN-10: 0-19-569086-9

*Author:* Udai Pareek

*Publisher:* Oxford University Press, 2007

Reviewed by **Vinita Sinha**

Great Lakes Institute of Management

People have always been striving to manage organizations proficiently. Without understanding the significance of human aspect within the organization, no organization can rise and survive for long period. Study of human behavior and utilization of human resources are very crucial in each operative area of an organization for its overall excellence. Therefore study of Organizational Behavior (OB) is the most important. To understand OB and to get into the depth of OB in a precise manner, basic concepts should be well grasped as the first step.

This book is specifically intended for management students particularly in the Indian context and is useful in comprehensive understanding of essential OB concepts. This book is the second and revised edition of “Understanding Organizational Behaviour” first edition, published in 2004 by Udai Pareek. This edition is extensively revised and enhanced. Three more new chapters have also been added to the existing chapters of the first edition. Case studies on recent burning issues have been included in every chapter to illustrate the issues and to discuss the concepts. The book describes OB in the context of the emerging issues in the societies of developing countries and in relation to all the organizational units: the individual, the group and the organization.

The book is divided into five parts or sections. The first part includes chapters 1 to 5. The opening chapter in this section is devoted to the human process to provide the basis of understanding OB. Next two chapters of this section focus on changing cultural, societal and organizational context. Chapter 4, which is a new addition, describes the forms and nature of organizational structure and organizational design. It covers, for example, span of control, centralization versus decentralization within the organization, emerging organizational design, and corporate restructuring. Last chapter in this section includes interventions with positive approach and thinking.

The second part comprises chapters 6 to 11. In this section, the focus is on psychological perspectives of employees. It covers concepts derived from experimental psychology, which provides the ground for most of the classical and contemporary psychological theories of human behavior. Three chapters are devoted to explain learning, motivational and perceptual processes. The last three chapters of this section discuss the individual aspects of human behavior and highlight the importance of attribution process, personality, and attitudes.

The third part comprises chapters 12 to 16. This section is devoted to the understanding of dynamics between employees and organizations and highlighting employees' behavior at organizational level. It includes role effectiveness, managing work motivation, coping with stress and frustration, decisional process, and managerial role.

The fourth part contains chapters 17 to 22. This section explains group behavior within organizations. First four chapters of this section cover interpersonal communication, effective teams, conflict management, and developing collaboration. Last two chapters cover leadership theories and styles, and developing leadership for tomorrow, which is one of the new chapters added in this edition.

The last section of the book, which is the fifth part, comprises chapters 23 to 28. This section deals with the organization as a whole or dynamics of organization as a total system. The first chapter of this section is a new addition in this issue which discusses the nature and concept of organizational power and politics within the organization. The remaining five chapters deal with overall organizational system, like for example, organizational culture and climate, organizational communication, organizational learning, organizational change, and organizational development.

The current revised edition of this book will indeed serve the purpose of elucidating the basic concepts of OB and their applications, resulting in a better understanding of the dynamics of human behavior by researchers, management students, and faculty.



Yale-Great Lakes  
Center for Management Research

To subscribe, send an email to [journal@glakes.org](mailto:journal@glakes.org), and for  
further information, please visit  
<http://www.glakes.org/herald.htm>

Alternatively, write to  
The Chief Editor, Great Lakes Herald,  
Great Lakes Institute of Management,  
24, South Mada Street, Srinagar, Colony,  
Saidapet, Chennai - 600 015.  
Tamil Nadu, India. Ph.No.+ 91- 44 - 42168228 or  
Fax + 91 - 44 42049920

ISSN 0973-9017