correspondence’ rather than communication at large. It is replete with numerous model business letters which show how business letters should be drafted. Its emphasis is more on art of business communication in practice relating to business correspondence. The first introductory chapter takes reader through basics of communication fundamentals and importance of communication flow. Following chapters are focused on specific types and formats of business correspondence discussing formats and layouts required for different types of letters - sales, collections, circulars, banking letters, etc. Three units have been devoted to insurances related correspondences. An interesting chapter on personality, public speaking and use of AV aids completes the communication content.

The book authored by K K Ramachandran, et al., is appropriate for understanding basic communication skills needed in drafting business letters including but may serve only partially need of business schools as it does not elaborate conceptual foundations of communication processes which are needed to be comprehensively covered in a business communication text. The exercises at the end of the chapter are very basic and direct; may not enable to grasp all the communication aspects. Authors may like to add more on conceptual aspects in the next edition of the book which surely will come considering overall merit of the book.

On the whole both the books are well written and meet their respective objectives. While the first book authored by Francis Soundararaj is appropriate for the needs of business schools and corporate world in its present form, the second one authored by K K Ramachandran, et al., meets this objective only partially as it is more suited for improving skills in drafting business letters rather than overall understanding of communication which business school students need to study at length.

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The starting point for the theme of this book has arisen, according to the
author, from the need for increased motivational discipline, harmony and productivity in organizations. The book is based on study of number of enterprises from which the idea of workplace orderliness originate. At the same time, the author chooses to examine causes of disorder, indiscipline and disharmony. It further points out that the paradigm, which defined workplace orderliness yesterday, may become cause of disorderliness today, and might get worse tomorrow. Developing order and harmony, amidst a diverse global workforce, in an era where diversity is almost a mantra, calls for inspiration from the very basics of human nature, values and ethics. This book thus attempts to revisit emerging role of human resources function within the backdrop of cross cultural issues.

The book should be of interest to all those who play strategic as well as ongoing roles for an organization’s human resources. It emphasizes organizational leaders to reflect on qualitatively different nature as well as the pace of the social change process that they confront in the new millennium. It points out that the emerging environment calls for a more wholesome, strategic, and holistic approach to leading; as well as positioning, structuring and managing organizations in relation to their people. Relevant ideas and concepts that can help managers or entrepreneurs in their new tasks, in the context of the new work environment have been explored and presented in order to help organizations sustain and improve their competitive advantage.

This book consists of fifteen chapters organized in three parts: Understanding Orderliness, Restoring Orderliness and Institutionalizing Orderliness. In Part 1, the author has attempted to develop an understanding of what is considered orderly, such that one can enhance the element of orderliness in one’s life-balance-more specifically, the work life. It emphasizes that a workplace is largely an image of the lives and minds of all those who work out there – not individually, but some concoction of what collectivity represents. There are five chapters in this part. The first chapter, ‘The World Out There’, looks at the two worlds - that of order and of disorder simultaneously existing in and as our environment, and fashioning different transitions - past, present and future, family values, effects of slum-dwelling workforce and globalization, quality of the polity – corporate governance as well as the prevailing rampant corruption. It uses the July 2005 case of the Mumbai Deluge to understand
the dynamics of crisis and its management, and other issues emphasizing self-help and quality-of-life.

The second chapter, ‘High Performing Workplaces,’ illustrates the discipline and several characteristics of high performing real teams. It highlights pertinent issues such as common commitment; constructive interaction; right mix of skills; team - accountability; and common approach as a commitment building process. The third chapter, titled ‘Orderly Workplace Behaviour: Essence of Disciplined Work life’ deals with the need for orderly and quality approaches; employee discipline and performance levels - some organizational bases for discipline, including discipline structure and discipline - behaviour framework; need for high managerial caliber and positive workforce attributes; human behaviour, task system, and organizational culture. Chapter 4 is titled ‘Causes of Disorder,’ which essentially deals with the world of disorder with its characteristics of brute discipline, terrorism and corruption; the fallacies of law and the reality of whistle-blowing; state of the bureaucracy; the toxic leader; preconditions for insubordination arising from an imbalance between compliance and initiative, and other causes of deviance like workplace alienation. The last chapter in Part 1 is entitled, ‘In Search of Orderliness: the National Perspective’ deals with winds of change; national requisites, conditions for empowering India like good governance, open democracy with secular principles, and open economy, corporate philanthropy and social responsibility.

The second part of the book highlights issue of restoring orderliness from five different perspectives. First chapter in this part, ‘Facilitating Orderliness,’ covers basic issues like energizing and control; preemptive discipline, relationship between reward-punishment and intrinsic discipline, nature of constructive discipline and need to use progressive approaches to restoration of discipline in the context of changing profile of the workforce. Chapter 7 covers ‘Preventive Interventions’, such as the traditional systems of disciplining; some concerns on discipline, certain participatory approaches to conduct workplace discipline, person to person contacts and other constructive programmes for discipline. Chapter 8 deals with the ‘Correctional Approach’ and discusses issues like redeeming individual self-respect and disciplinary interviewing. The chapter contains interesting illustrations, suggestions for correcting absenteeism rates; and concludes with the story of a reformation. Chapter 9 entitled ‘Deterrent Stances’, covers issues of
conformity and morale in organizations, questions ethics of punishment, identifies legal and procedural aspects of disciplinary action and other related issues. The last chapter in this part, ‘Incentivising Orderliness,’ presents some pre-requisites for good discipline, and the merits of group-based discipline; rewarding desired behaviour, systems, commitment, performance; and the role of HR.

The third and concluding part of the book comprises 5 chapters. The first chapter of this part is titled, ‘Roots of Orderliness: Walking the Talk.’ It reviews how to drive performance transformation through such interventions as programme design, performance and health, employee behaviour, leadership capacity, role of meaningful rituals in institutionalizing and sustaining culture; focusing on team performance and imaginative social conformity that includes some calculated fun to keep workplace orderly. Chapter 12 deals with ‘Delivering Justice’. It highlights issues such as human resource primacy at workplace; accountability and natural justice; justice in the disciplinary process; effective role of judiciary and public interest litigation; gender sensitivity and the importance of affirmative action.

Chapter 13 is about one of the most significant characteristics of institutionalized orderliness-Organizational Clarity. This includes organizational identity and vision; credibility with external stakeholders; organizational ideology; positive work ethics and relevant rules of discipline. Chapter 14 entitled ‘Organizing Satisfaction and Effectiveness Through Job Design’ deals with pertinent issues like organizing roles and tasks; processes of organizing, differentiation and integration; interdepartmental issues; besides issues of authority, responsibility and delegation. The last chapter covers the important topic of ‘Workplace Leadership’ that involves bringing about the change from a culture of indiscipline, analyzing leadership styles and leadership capacities.

The book analyses social ramifications of current workplace dynamics that influence attitudes of working people in terms of their aspirations, means to realize these aspirations and ethical dimensions of these means. The book makes good use of industry examples to highlight characteristics of high-performing workplaces. It emphasizes need to institutionalize certain practices and processes to sustain orderliness in organization. The book is well-written by a very experienced learned author having a vast experience in corporate and academic world, uses lucid and clear expression, and has a
clear structure. The book is essentially by a scholar for scholars. The author’s emphasis on drawing from spiritual readings holds special significance in the context of modern organizations. The author needs to be congratulated for bringing out a valuable treatise on the subject close to his heart.

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*The Search* is not exactly the corporate history of Google, but offers one of the most complete histories of the search industry today. Author John Battelle was the founder of *The Industry Standard* and then one of the managing editors of *Wired*, two magazines which influence perceptions on the wide world of the Internet. Battelle clearly drew from his experience and contacts in writing this book. In addition to the accurate historical perspective and easy familiarity with such dot-com stalwarts as AltaVista, Lycos, and Excite, he flashes his narrative with conversational asides from a cast of fascinating characters, such as Google’s founders Larry Page and Sergey Brin, Yahoo’s Jerry Yang and David Filo, and numerous other insiders. Battelle has a penchant for penetrating the myths and legends that frequently surface as familiar anecdotes, prodding for details never found in press releases and rarely revealed by key players who know the true story.

The simple act of keying in a phrase to a search engine is carried out a billion times a day and provides an unprecedented map of human desires. The commercial ramifications are obvious, but our culture and our access to information are also being transformed by the nature of search. At the outset, Battelle specifically indicates his desire to understand what he calls the cultural anthropology of search, and to analyze search engines’ current role as the “database of our intentions” - the repository of humanity’s curiosity, exploration, and expressed desires. Although the beginning is interesting, Battelle’s story really picks up momentum when he starts dishing inside scoops on the business story of the decade-Google. Batelle presents the history of search, helping us understand how Google, a relatively late comer, has grown so quickly to dominate the field. To the extent possible