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**Chh. Shahu Institute of Business  
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## Editorial Note

*Humor has a unique place in literature, particularly in English literature. Mark Twain, a great Humorist, stated that humor is a great thing, the saving thing, the minutes it crops up, all our irritations and resentments slip away and a sunny spirit it takes their place. Humor is the tendency of particular cognitive experience to provoke laughter. Humor is a broad term that refers to anything that people say or do that is perceived as funny and tends to make others laugh, as well as the mental processes that go into both creating and perceiving such as an unusual stimulus and also the affective response involved in the enjoyment of it stated by Rob H. Martain in his book Psychology of Humor.*

*The etymology of humor began as a Latin word humors means fluids or liquids. It has a medical connotation. Bharata Muni's Natya Shatra contains humor as one of the nine Navarasa in which it is known as 'Hasya'.*

*Whether we can use humor effectively in day today activities of the Management? The business cartoon caricatured by Scot Adams appeared in the name of Dilbert induces laughter at worker place. Some of his quotations are worth remembering. They are I can only please one person per day. Today is not your day. Tomorrow is not looking either good. Change is good but you go first. Another business cartoon worth remembering is Mario Mirands business cartoons.*

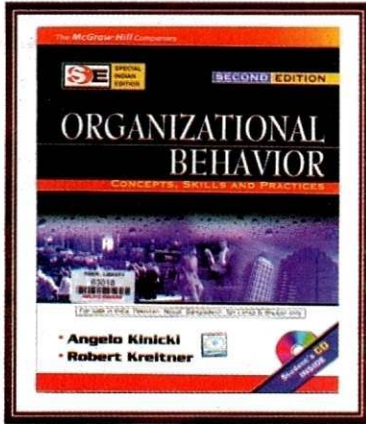
*Defiantly, humor has a place in practicing management. Humor has become a recognized asset in the work place. It facilitates communication, builds relationship, reduce stress and induces creativity.*

*Humor at a workplace is often associated with stress. Stressful employee cannot perform effectively. Humor is greatest stress reliever. Godfrey in the Journal of Women's Health Stated that, "Humor is potentially effective means of coping with the anger. Further he stated that, "One must be careful with its use". Sarcastic or hostile humor can incite additional anger.*

*A sense of humor is apparent among creative people. Research reflects that creativity and humor is associated with each other. Creative people display interest in humor and also capacity in producing original humor thought. Getzeles and Jackson stated that when ranking a series of desirable traits creative students placed a sense of humor second, whereas of the same intelligence but less creativity ranked it lowest among all the desirable traits. When both groups drew pictures of various themes, over half of the creative students made drawings judged as humorous, and their essay showed the same tendency.*

**Dr. Babu Thomas**  
**Editor**





## Organizational Behaviour : Concepts Skills and Practices

Angelo Kinicki and Robert Kreitner

Tata McGraw-Hill Publishing Company Limited,  
New Delhi (2009)

Organizational Behavior, as discipline, has gained importance in the present management education. It can be seen rooted in the discoveries of Elton Mayo and his associates in the Human Relations Movement in early 1930's. Since then management began looking for new ways of handling employees and started paying attention to the 'human' factor. Managing people in an organization involves three levels i.e. individual, group and organizational. Hence Organisation Behaviour draws upon a diverse array of disciplines especially Social sciences. Due to this richness, large number of research studies and conceptual developments are constantly adding to its knowledge base. Now it is realized that a concerted approach is essential to better understanding and managing people.

Scores of books are available on Organisation Behaviour. However, many are esoteric and lopsided and indifferent in the treatment of various aspects. In this context the present book is a comprehensive text and covers all aspects on the subject matter.

The book under review authored by Kinicki and Kreitner has five parts and covers sixteen chapters and each chapter is followed by skills and best practices and hand on exercise.

In the first part the authors begin with managing people in global economy which consists of three chapters. Chapter 1 includes Needed: people centered managers and workplace, impact of positive psychology and e-business. The authors have well begun by depicting past and present field of Organisation

Behaviour. The chapter ends with an ethics learning module.

Chapter 2 and 3 emphasizes on the organizational culture, socialization and mentoring. It is now imperative for all organizations to develop an enabling culture for its sustenance. The authors have demonstrated the importance of socialization and mentoring in developing global managers. Beginning with ethnocentrism the authors conclude with failure of US managers in foreign assignments.

Part II devotes to the individual dimensions of Organisation Behaviour and covers chapter 4 to 8. Chapter 4 discusses about social perception and managing diversity. Chapter five focuses on individual differences and explains self concept, personality and emotions. Motivation is discussed in chapter six and seven chapter six projects needs, job design and satisfaction, while equity expectation and goal setting is explained in Chapter 7. Chapter 8 projects improving performance with feedback, rewards and positive reinforcement. Important individual dimensions are explained in an exhaustive manner.

Part III focuses on making Decisions and managing social processes and is structured into three chapters. Chapter 9 deals with Making Decisions, Effective groups and team work is explained in chapter 10 and eleventh chapter is about managing conflict and negotiating. Though the chapters seem to be relevant there appears to be omission of some important social processes.

Managing organizational processes is addressed in part four and it covers twelve to fourteen chapters. Chapter 12 delves on communication. Influence, power and politics is addressed in chapter 13 and leadership is discussed in chapter 14. The chapters no doubt reflect the organizational processes.

Finally, Part V addresses the contemporary important issues of managing evolving organizations and is explained in fifteen and sixteen chapters. While chapter 15 focuses on effective organizational design, the last chapter discusses managing change and organizational change.

The authors have aimed to create a short, up-to-date, practical, user friendly and interesting book and no doubt they have justified and is worth reading. The authors have well articulated all the chapters by giving a blend of theory and practice. The content has been planned well and reflects good quality. No book can be expected to deal with all aspects.

Since Organization Behavior is a very wide subject it is possible some topics may be omitted. However, inclusion of important emerging topics like stress and counseling, group dynamics and organizational development would have enriched organizational behaviour field. The authors should definitely be acknowledged for writing the book deceptively simple and jargon free with suitable pictures and hand on exercises. The authors have definitely added fresh and challenging insights into OB area. It is a useful contribution to the OB literature and can be used by students, Academicians and practitioners.

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