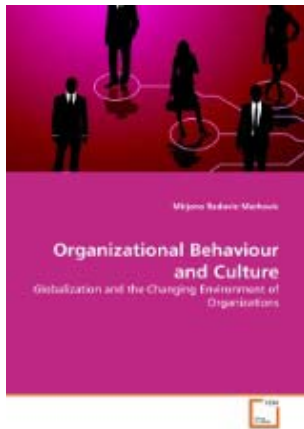


BOOK REVIEW
**ORGANIZATIONAL BEHAVIOUR AND CULTURE:
GLOBALIZATION AND THE CHANGING ENVIRONMENT
OF ORGANIZATIONS**

Edited by
Professor Mirjana Radovic-Markovic



In this review we introduced a book „Organizational Behaviour and Culture: Globalization and the Changing Environment of Organizations“, published by VDM Verlag Dr. Müller e.K ,Germany, in July 2011.

The book represents a unique responses on a very actual and generally known issues. Radovic-Markovic, M. in forward pointed out that this book focuses on a body of knowledge that balances and requires that many disciplines should be brought together to create a contemporary approach to organization behavior and transformation (of both organization and the individual) in a changeable business environment. Her intention as a book editor was to explore the organization behavior, culture and strategies relating to effective organizational and managerial performance.

At the micro level, it covers topics such as organizational behaviour, organizational changes and restructuring of entities. On the other hand, the book deals with terms of organizational culture and behaviour examining their impact on economic development and sustainable growth, when concerning macro level of investigation. These issues, due to the financial crisis and rapid changes in global economic environment, became very important for every economic entity.

The book consists of five parts. The first part, entitled *Globalization, organization behavior and culture*, deals with the issues of organizational behaviour, gender gaps and the influences of organizational culture on enterprises organizational structure. In the first chapter, *Organizational Behaviour in a Global Context: Gender Issues*, professor Radovic-Markovic stresses two most important issues that are essential for all modern companies. First is changes management, that requires from the company to frequently change its strategy and structure in order to stay competitive in global economy. The second one, cultural diversity, became one of ordinary problems that companies in transition economies face in recent years. Managing cultural diversity is one of the most important factors of competitiveness nowadays. Gender gap problems, Radovic-Markovic addresses, still exist in modern times. Women in EU, earns on the average, 15% less than men (page 18). Their participation in top



management levels is also significantly lower. Therefore, it is on economic policy creators to find mechanisms for women equal access to economic and financial resources. As Radovic-Markovic suggest, female entrepreneurship is one of the major factors that contribute economic growth in many developing countries. In the second chapter, Ondrej Jaško and Ana Jaško examined the influence of organizational culture on enterprises organizational structure. Organizational model creation is highly dependent on different cultures by determining business strategy, leadership style, motivation etc. When evaluating work performances it is necessary to consider whether corporate culture is well designed. However, as the authors mentioned, this field is still not enough explored in modern papers and there is lot of space for further investigations.

Second part of the book focuses on individual organizational aspects such as communication and motivation problems in modern companies. In the third chapter, *Managing Communication In Changeable Business Environment*, authors present theoretical approaches and importance of good communication for companies as well as for managers. It is intuitive that good communication is vital part of every successful business. But, it is not always easy to provide efficient communication to achieve coordination and integration of organizational units on different levels. It is up to managers to provide good communication using proper communication techniques of oral, or nowadays electronic communication. When considering environment, things become more complicated since we can do almost nothing to control it. Communication is very related to other management and organization concepts. Chapter four observes connection between communication and motivation. Professor Chambers explores how communication and motivation work together and provides tactics as a some kind of guide for managers how to motivate their employees. She suggests managers to be enthusiastic and friendly oriented toward their employees. People included in projects need to be well informed about project progress and know exactly predicted rewards system. Creating clear short term and long term goals as well as reasonable deadlines are also considered as tremendously important. Considering all these advices good communication figures as a key. All mentioned concepts are developed in order to provide formula of business success. Professor Simandan developed theories that explain success from completely different point of view. He investigated correlation between geographical and interindividual differences and outstanding entrepreneurial success. His conclusion is that intelligence as well as place one grew up are from exceptional importance for business success. However, he underlined, only by exploring one's potentialities, one can learn the things one is good at. This uncertainty is pure wealth for him. Conclusions obtained, by Simandan, should be motive for engaging more people on the path of entrepreneurship.

In the third part, *The organizational context*, readers will discover a lot of interesting concepts and empirical findings that can be very helpful for understanding nature of modern organizations. Cvijanovic and Lazic considered importance of adequate macro organizational restructuring. Once created organizational entities have vertical and horizontal connections. Linking, dynamisation and coordination within macro organizational entities represents a necessary macro organizational structure and it is often called „harmonization“. The authors stress that modern company is doubtless in need for performing periodical harmonization through soft structural modalities. As examples they



address work groups, collegiate boards, commissions etc. This means need for behavior harmonization too, both direct (through the chosen form), and indirect (through the chosen model). In this context, stress is also considered as one of the objective conditions in everyday business. In order to improve efficiency as much as it is possible, leaders sometime increase stress level of their employees. Respecting this issue, Krumov, Larsen and Hristova formulated several hypotheses to test impact of leadership styles on stress experienced by employees. Obtained results indicate the following:

- That demographic characteristics (gender, age, education, family status, number of children in the family and total length of service in the organization) influences strategies for coping with chronic stress.
- There are significant correlations between leadership style and perceived stress of the employees in organizations.
- There are correlations between the leadership style and the strategies for coping with the stress of the employees.
- The respondents perceived stress and the leadership style of their leaders determine the desirable strategies for coping with professional stress.

Authors summed up that, especially in time of crisis such as recent global financial crisis, companies not led by ego-based charismatic leaders do better than the average on the stock market. As well as knowing itself, modern and competitive company need to be future oriented trying to predict future events and moves of their competitors. Recognizing that managers are often myopic concerning competitors and competitors moves are not always rationally predictable, Drossos and Fouskas tried to develop conceptual model that will help analyzing competition and making strategic decisions. By their findings, successful competition analysis should include W1 (Sufficient identification of competitors), W2 (Organizational learning from competitor's strategies), W3 (Effective prediction of competitor's behavior) and W4 (Successful implementation of competition analysis process outcomes in firm's competitive strategy formulation). Sum of variables should be equal to 1. Model they developed can be very useful both for new and mature companies. Economically educated auditorium certainly recognize Balance scorecard (BSC) concept as one of the well known concept of strategic planning originated by Robert Kaplan. Globa and Gavurova in chapter 9 examined learning and growth perspective of balanced scorecard system and focused their research on Slovakia. They systematized, examined and evaluated chosen attributes of the BSC System within the process of its implementation in the Slovak organizations, in order to identify potential problems and to propose possible solutions. Obtained results made them able to propose two implementation techniques of the morality profile into the BSC strategy maps, through incorporation of ethics into the existing BSC perspective or extension of the BSC system by the business ethics perspective. Relationship of business ethics with the knowledge management is underreported in the relevant literature. However, sometimes management that respect principles of good organization restructuring, communication, motivation and proper leadership styles do not meet targets. Reasons for that could be various and sometimes not so evident. Product design is one of the factors that have to be taken into account. Malikova performed an empirical investigation in order to find out consumers criteria for buying products. Research is focused on Slovakian and French market. Her starting hypothesis was that consumer nationality determines the



importance of the same packaging criteria. Results she obtained approved that nationality matters. Consumer preferences in France, country with long experience strongly differ from Slovaks. Implications of this finding are very useful. Packaging designers should be aware that nationality should not be forgotten when targeting foreign markets, creating new design, redesigning packaging etc.

The fourth part of the book is considering *Organizational culture and economic development*, and consists of two papers which observe organizational culture from aspects of economic development and as competitive advantage. Lucian and Silviu gave sum up of the most valuable definitions and functions of organizational culture concept, also trade off in orientation of organizational culture dimensions between various factors, as results towards processes, opened towards closed system, level and type of control etc. Types of organizational cultures are important part of this paper because it includes classification of organizational cultures and give analyses based on different features. They suppose that it is nowadays absolutely necessary to understand functions of organizational culture in modern enterprises, and to recognize factors that influence on it, both internal and external. The most important are the national culture and the vision or mission of the organization's founders. The outline is concerning manifestation and types of organizational culture and it is a great prelude for the next paper which is observing culture and cultural diversity from an aspect of competitive advantage for economic development. After the cultural development process, there is an interesting point of view, presenting culture as an iceberg. Certain elements of culture are visible to the bare eye and easily noticeable, while most of it is hidden "under water" – deeply rooted in the value system of the organization. Redzepagic, Eric and Stosic concluded that those organizations where there is harmony between the elements of organizational culture and the formulation of a strategy, may lead to better business performance, and may have a positive impact on the national economy as a whole.

The final part of this book is kind of mixture composed of three very important issues, such as *social psychology, entrepreneurship development and sustainable economic growth in EU*. In this chapter authors gave their opinion on a body of knowledge that balances and requires that many disciplines should be used together to create a contemporary approach to organizational behavior and transformation in a changeable business environment. First chapter recognizes problem of youth migration and distinctive reasons as economical and psychological, also as Socio-economic inequalities in EU countries. Last paper includes information and analysis of support of woman entrepreneurship by European Commission, its aims and projects on promoting this issue.

After reading this book, we were delighted to share the impressions with the auditorium and all interested readers from different economic areas as well as the authors whose field of research cover psychology and sociology. Due to its multidisciplinary approach it can be very useful for politicians, engineers and all people from practice that run companies or some company departments. We warmly recommend this book to students, researchers and everyone interested in organizational behaviour, human resources and entrepreneurship.

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