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approaches like service oriented business intelligence, though at a very high level. Some of the more philosophical aspects of Enterprise Systems practice like the paper "Enterprise Interoperability" and "The Paradoxical Impact of Enterprise wide Integration on Flexibility " provide food for thought for Enterprise Systems consultants and managers. The paper on "Enterprise Tomography" is of academic interest but would require the reader to have some knowledge of data mining, ontology and application management concepts to appreciate it.

Also, the book was published in 2011 and some of the technology elements covered in the book may not be current.

Section 2 of the book deals with implementation management and offers very little to experienced enterprise system implementers. ERP implementation aspects are well covered already in literature and there is a rich experience available with vendors, implementers and the papers are probably good for those starting out on ERP in implementation. The case studies in Section 3 ideally should have supplemented the material in Section 1 and the rationale for selecting these case studies in the book is not very clear.

As is typical in a handbook different parts will appeal to different profiles of readers and it would be a good addition to libraries used by academics, consultants and practitioners in the area of enterprise systems.

Organizational Schizophrenia: Impact on Customer Service Quality

Gopal K Gureja

New Delhi, Sage Publications India Pvt. Ltd., 2013, xxx+346 pp, Price: Rs.550.00.

Reviewed by **Dr Deepa Mazumdar,** *Faculty,* National Institute of Bank Management, Pune.

Organizational Schizophrenia by Gopal Gureja is a topic for the business world with the sole intention of focusing on the quality of customer service. The book starts with promise in which the author gives an eye view of an organization's value system that fulfills the goal to frame their vision-mission statement and

build-up the process to deliver what they promise to deliver to the customer. Besides, it also relates the effort companies have taken in restructuring systems and processes by understanding the importance of frontline employees, focusing on training and development, concerned with ethics and dealing with customer complaints. These organizations have also built-up a healthy process of employee engagement and job commitment through reward and recognition, open system, regular survey of job satisfaction and empowerment which have created a positive culture both for internal and external customers and looking towards enhancing the customer-centric culture.

The second part consists of case studies that demonstrate the organizations' experiences dealing with customer complaints, and how their performance has made a difference.

The third part titled cultural schizophrenia comes out with the crux of the issue in business, i.e. looking at the policy framework-implementation gaps. These gaps exist due to the existing conflicts and contradictions among internal stakeholders, focusing extensively on quantity at the cost of product and service quality, policy failure due to existent paradox in power, structure and causal effects. Escalation of customer complaints is mainly caused by the communication snag, especially between the levels of management, a common lacuna in most organizations. Moreover, such culture also sets the wave of outsourcing responsibility instead of the job. Paucity of knowledge and training play an important role in policy-practice gaps. Knowledge and training are the keys to understand customer expectations and needs, and quality products. To mitigate the problems created by the policy-practice gaps the author comes out with a gap model SERVQUAL, an instrument that measures the gaps existing between customer expectations and the perception of the service rendered; the gaps lie in understanding, design, performance, communication and the total of these four factors. The solutions to close the gaps are in the internal and external stakeholders of the organizations, especially who can take the responsibility of bringing transformation in their respective organization's structure, systems, policies and procedures.

Finally, the author highlights the issue of organizational core values by narrating events, experiences and outcome. Author has added humour to the text by adding cartons with visual slogans, idiosyncrasies at workplace and the boss. The message he sends to readers is that if the frontline is not well developed in knowledge, skill and attitude, discouraged by the back office staff and ignored by management then for these obvious reasons customer delight will be left in the back burner. The book makes it an interesting reading and above all a learning for all executives.