
BOOK SCAN

Organisational Schizophrenia, Impact on Customer Service Quality, Gopal K. Gureja, Sage Publications India Private Limited, New Delhi, 2013, Pages 376, Price Rs 550.

The First edition of Organisational Schizophrenia by Gopal K. Gureja is excellent work on customer service. Being a top industry professional, he has used his vast experience to analyze the subject and offer solutions that can really transform any business enterprise.

He has done in depth empirical research to grapple with an intriguing problem- why companies are keen to maximize customer satisfaction and at the same time want to maximize shareholder value. This obsessive pursuit kills people's objectivity and results in conflict of self-interest which generates wrong signals within the company and trickles all the way down to the frontline employees leading to organisational schizophrenia .

He has supported his research with real companies and his case studies are practical which reflects day to day experience of most successful organizations while dealing with their customers. He points out that striking gap between intent and execution exists in blue chip companies when it comes to customer service quality and this disconnect is not unknown situation for the managers.

The book has been divided into four parts:

Part-I, The promise deals with the 'Promise of deliverables made by the major respondent companies as reflected in their mission and vision statements as well as other internal and external communication.

Part-II, the performance, comprises examples of real life interaction which the author had over a period of time with seven well known and respected companies.

Part-III, the cultural Schizophrenia, deals with the core outcome of the empirical research which explores policy-practice gaps. It analyses why operating practices in a company tend to drift away from the declared policy, particularly with reference to customer care.

This book is unique and valuable for academia and business alike. It is recommended to be read and internalized by academicians and senior and middle managers of every business enterprise.

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