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Book Review

Editor's Note

Our policy is to review all books which are either sent to us or in our opinion are useful to our readers.

Wild, John J.; *Financial Accounting : Information for Decisions;* 2015, McGraw-Hill Global Eduction Holding, New York, USA, pp. 622, Price US$ 200

Financial Accounting is an important subject for providing financial information for decision making to the management. In its traditional role it was primarily a tool for recording, classifying, tabulating, analyzing and interpreting the financial transactions. It was more of an extension of book keeping. Its role was more for recording the financial transactions, using accounting principles. Over a period of time Financial Accounting is no longer just for recording the financial transactions of a business. The financial transactions are automatically recorded and classified with the use of various computer soft wares and technology. Financial Accounting has assumed much greater role the whole spectrum of use of financial accounting information, in business decisions has changed today.

Financial Accounting (FA) has helped generations of students to succeed by giving them support in the form of leading edge accounting content that engages students, together with state-of-the-art technology that facilitates their understanding of key accounting principles. Financial Accounting is useful whether one is to become a professional accountant, businessman, or informed consumer of accounting information.

John J. Wild – a distinguished professor of Accounting the author of this book has provided with engaging content n a motivating style to help students see the relevance of accounting. The book excel at engaging students. The book also highlights the usefulness of accounting to business owners. This is 7th edition of the book featured various companies such as Apple, Google and Samsung with their products and annual reports for learning financial statements with real life situations. The book has very well cover the accounting cycle fundamentals. The book is really good in terms of clarity and effectiveness.

The book is technology focused. The book provides innovative way to provide students with instant grading and feedback for assignments that are completed online. With the given Intelligent Response Technology,the author has accounting content to the next level, i.e. delivering assessment material in a more intuitive, less restrictive format that adapts to the needs of today's students.

The content features of the book are:

i. general journal interface that looks and feels more like that found in practice.
ii. auto-calculation feature that allows students to focus on concepts rather than routine tasks.
iii. smart (auto-fill) drop- down design.
iv. New General Ledger multi-tab format for select questions.

The end result is content that better prepares students for the real world. Connect Accounting also includes digitally based, interactive adaptive learning tools that provide an opportunity to engage students more effectively by offering varied instructional methods and more personalized learning paths that build on different learning styles, interests and abilities, allowing students to work at their own pace.

The book has several innovative features such as learn smart, interactive presentations, guided examples, connect accounting, intelligent response technology, learning management system integration and powerful reporting. The publishers have also provided instructor supplements including instructor's Resource Manual, solution manual and test bank and power point presentations. The book is supplemented for students with working papers, and connect accounting with LearnSmart One Semester Access Code Card.

The book is divided in thirteen chapters and five appendices. Various chapters have revised and updated assignments throughout; updated ratio/ tool analysis and data for each chapter. Glossary, and index given at the end of the book will prove to be very useful.

Chapter one is on Introducing Financial Accounting; Chapter two is on Accounting System and Financial Statements; Chapter three is on Adusting Accounts for Financial Statements; Chapter four is on Reporting and Analyzing Merchandising Operations; Chapter five is on Reporting and Analyzing Inventories; Chapter six is on Reporting analyzing Cash and Internal Controls; Chapter Seven is on Reporting and Analyzing Receivables; Chapter eight is on Reporting and Analyzing Long-Term Assets; Chapter nine is on Reporting and Analyzing Current Liabilities; Chapter ten is on Reporting and Analyzing Long Term Liabilities; Chapter elven is on Reporting and Analyzing Equity; Chapter twelve is on Reporting and Analysing Cash Flows and Chapter Thirteen is on Analyzing and interpreting Financial Statements. Each chapter is of about 45 pages. At the end of the end of each chapter author gives summary of the chapter; key terms, multiple choice quiz, discussion questions; and connecting with information on companies and reporting. These features give the book a practical dimension.

The author has made a serious attempt to present a very comprehensive and exhaustive treatment of various aspects of Financial Accounting. However, the book at places is confusing at the basic level with too many graphs, examples and connecting with many companies. The material becomes more complicated for comprehension for students and may tend to make students skip some portions despite these being important. The book suffers from too much information content.

The book would be useful for both the instructors, students and practical managers in the global or context.

Indian Institute of Finance J.D.Agarwal
Delhi & G-Noida

Khan, M.Y.; *Indian Financial System*; 2016, 9th edition, McGraw Hill Eduction (India) Pvt. Ltd., Delhi, India, pp. 868, Price ₹ 650

India's financial system has some unique features which do not exist anywhere else in the world. It is unique but very complex and several tiers to cater to the needs of various sectors of the economy. It suffers from over regulation. Before the present regulatory framework, it suffered from excessive control of the government. Despite the regulatory framework it is far from efficiency and has not been effective to the needs of the economy. Instead of facilitating capital formation, availability of capital needs of the industry and business to stimulate economic and industrial growth it has adopted restrictive practices. Indian Financial System despite being well organized suffers from a large number of weaknesses such as Lack of accountability, pro-activeness, corruption, scams, leading to large NPAs and lack of appropriate skill and training, particularly in the wake of current state of digitalization.

The book- Indian Financial System, under review is the ninth edition. The book comprehensively covers emerging trends of financial sector in India with respect to organizational, structural, institutional and regulatory policy developments.

This edition like the earlier editions, focuses on presenting to the readers the emerging organizational/structural/institutional and regulatory/ policy developments in the financial sector in India. The contents of all the chapters reflect all the major developments since the publication of the earlier edition until end march 2015. The authors have very well added various notable features in various chapters particularly relating to SEBI regulations, Guidelines and scheme both for primary and secondary markets. Securities contracts, delisting of equity shares, corporate governance of the listing agreement; Inside trading and fraudulent and unfair practices; etc.

The author has rightly recognized the importance of a diversified, vibrant, mature and efficient financial system to stimulate economic development particularly in an emerging market economy like India to meet the varied requirements of credit and finance of industry and business.

Tracing the historical development the author feels that the scheme of planned economic development had significantly conditioned the course of financial development in India till the late eighties. While since the early nineties, the industrial financing system is evolving in response to the emerging liberalized, deregulated, globalized economic environment. The transformation is essentially focused on a shift away from the domination of the organization of the financial sector by state-sponsored and controlled development finance institutions (DFIs) and other monolithic public sector financial institutions to the capital market and related institutions. Indian financial System attempts to present, against the background of the planned growth of industry till the late eighties and the deregulated economic policy particularly after 1991, a comprehensive account of the main strands in the development of the industrial financing system in India on the basis of information from widely/scattered original source. The growth of the system is described in terms of the development in the organization, structure, operating policies, etc., rather than in quantitative terms. However, one may have apprehensions whether the Indian Financial System has tuned itself to emerging liberalized, deregulated, globalized economic environment in the world economy. It is still a long way to go.

The book under review is divided into seven parts. Part One consists of two chapters. The first of these provides a broad view of the relevance of financial systems to economic development. Chapter two outlines the evolution of the organization of the Indian financial system in the context of the planned economic development in India since 1951 and the deregulated economic environment after 1991. Against this background, the subsequent discussions relate to the main elements of the organization of the Indian financial system.

Four chapters of Part Two of the volume deal with the role of the commercial banks in industrial financing and the emerging money market organization in India. While Chapter three dwells on the changing character of Indian commercial banks in relation to the financing of industry, the financing of corporate working capital by them is discussed in Chapter four. In the context of the shift in Indian banking from social/ mass to prudential. Management of their funds requires critical emphasis, the main ingredients of the framework for which are outlined in Chapter five. The chapter six (last chapter in this part) comprehensively describes the money market organization as an important component of the Indian financial system.

Part III of the book has four chapters discuss in details, the capital/ securities market in India. The organization and functions of the securities markets in general terms is outlined in Chapter seven, while the statutory/

regulatory framework of the Indian securities market in terms of company law regulations, securities and Exchange Board of India (SEBI) and listing requirements is the subject matter of Chapter eight. The organizational developments in the primary and secondary markets in India are covered in Chapters nine and Chapter ten respectively.

Chapter twelve discusses comprehensively the subject of mutual funds, another important constituent of the institutional structure of the capital market. The Unit trust of India was the pioneer monolithic public sector mutual fund and has emerged as a financial super industry. It has been diversified through the establishment of other mutual funds.

Part five with four chapters is devoted to the development banks/ finance institutions (DFIs) which constituted the backbone of the Indian financial system. In response to the changing environment, they are emerging as financial conglomerates with capital market-orientation in their operations. This part covers the main DFIs, namely, Industrial Finance Corporation of India (chapter thirteen), industrial Credits and investment Corporation of India (chapter fourteen), state financial Corporation (chapter fifteen) and industrial Development Bank of India (chapter sixteen).

Two Chapters of part Six cover the two monolithic public sector insurance organizations – life insurance Corporation Chapter seventeen) and General Insurance Corporation (Chapter eighteen).

Finally, Part Seven (Chapter nineteen) examines the roles of foreign capital investments in the post 1991 financial system in India.

The book authored by former Professor of Finance at Department of Financial Studies , University of Delhi South Campus, would be useful to a wide section of readers. Professors, teaching M.Com. M.A. Economics, M.BA. MBE. MFC and other post graduate courses will find it worth recommending it to be main text book to students pursuing these courses. The students will gain from the comprehensive and indepth treatment of the subject presented in a lucid and simple language written by an experienced professor. The book would be equally useful for financial and investment managers of corporates and financial institutions and the stock exchange community in general. The index given at the end of the book is good and adds value to the book.

However, the book is comprehensive but descriptive. Its focus is on giving information rather than developing thinking and analytical capability of a student. The concluding remarks given at the end of each chapter are good and prove to be helpful but no review exercises, possible test or examination questions, FAQ or case studies relevant to a topic are given in the book. Bravity of the subject in each chapter were have added value to the book for better comprehension and understanding. The size of the book in terms of number of pages is very scaring to a reader. In this connection I recall about an incident of a famous literary American author who wrote a long letter to his grand mother after several years stating that sorry for writing a long letter as I did not have enough time to write a shorter one.

The publisher McGraw Hill Education (India) has done a good job. However the paper used in the book is of poor quality, may be to keep the price affordable. Printing impressions are not of desirable quality as per the standards of McGraw Hill. The margins on each page are not as per the standard expected in a text book.

Finally, I recommend the book for students and professors concerned with the subject on Indian Financial System.

Indian Institute of Finance J.D.Agarwal
Delhi & G-Noida

Agarwal, Megha; *Good and Service Tax : The Road Ahead*; 2017, Edge India Publishing Pvt Ltd, Delhi, India, pp. 176, Price ₹ 295

A 32 point jump on World Economic Forum's Global Competitive Index in two years indicates that India has covered a long distance and is well on its way to emerge as a major player in global economy. The latest WEF's global ranking showed India rose 16 ranks, faster than any other, to climb to 39 in FY17 among 138 countries. "India's rank has steadily improved from 71 in 2014-15 to 55 in 2015-16 and to 39 in the latest report. With this improvement, India has covered a long distance and is on its way to emerge as a major player in the global economy". Arun Jaitly, the Finance Minister "India's competitiveness improved across the board, in particular in goods market efficiency, business sophistication, and innovation" the report noted. Recent reforms have concentrated on improving public institutions (up 16), opening the economy to foreign investors and global trade (up 4), and increasing transparency in the financial system (up 15), the report said. However, report has negatively ranked India on efficiency in goods market largely due to varying taxes. This is going to change with introduction of goods and service tax (GST). India is ranked 60 on this count. Significant improvement in goods market efficiency may be expected from GST rolled out in coming months and years. Certainly, GST will reduce fragmentation of domestic market.

Presence of Multiple Taxes (Convergence to one)

i. Special Additional Duty of Customs
ii. Countervailing duty
iii. Entertainment tax
iv. Lottery Tax
v. Central Sales Tax
vi. Central Excise duty
vii. Additional Excise duty
viii. Service Tax
ix. Purchase Tax
x. Octroi and Entry tax

$\Longrightarrow$ GST

Benefits to Economy

i. Creating Common national market.
ii. Giving a boost to foreign investment.
iii. Fillip to exports and "Make In India" initiative.
iv. Increased economic activity to generate more employment.
v. Efficient neutralization of taxes to make our exports more competitive.
vi. Seamless flow of input tax credit throughout supply chain.
vii. Successful implementation of GST would lead to an increase in the tax to GDP ratio

Easy Compliance Environment

i. Harmonization of laws and procedures between centre & States.
ii. Robust IT systems base compliance mechanism.
iii. Reduction in compliance costs – multiple records not required to be maintained for different taxes.
iv. Greater use of IT to reduce human interface between tax payer and administration (Digital India).

Parliament has passed the constitution amendment Bill to roll out GST, shifted this historical reform to states. All states, except a few, have also passed the bill. They will also pass it quickly for the centre to take next steps. This is indeed the biggest reform in the field of taxes in the country. This Act will lead to uniform taxes across the nation. Due to certain tax heads moving from state to the centre, the losses incurred by the states would be adequately compensated as promised by the Finance Minister.

This book is a collection of articles written by experts from corporate, professionals and Academicians. This book beautifully brings divergence into convergence by bringing together the distinguished features of GST, its benefits and disbenefits (of course a few only), its impact on various business sectors such as manufacturing & service sector, power sector, Renewable energy sector, Telecom sector, Start-ups and SME'S, International trade. It also encompasses the effect of demonetization, black money, revenue and expenditure, and the experiences of various countries who have already experienced GST.

GST has been implemented on 1st July 2017 in the economy, this book will act as a lamppost for all the stakeholder of GST. GST Act, legislation related to S – GST, C – GST and I – GST have been presented in very simple and lucid manner. It will not be difficult to understand Act, point by point, even by a lay man/or by non tax person. It covers both analytical as well as critical overview of the GST. The GST enrollment process has been outlined to help business houses in India to switch over to the GST. Based on the recommendation of GST council set up by the president in September 2016, a four tire rate structure for GST had been proposed to be implemented. Input tax credit had been allowed under GST which would lower the tax incidence on many products and services reducing the cascading effects of earlier tax systems. GST will reduce compliance cost, cost of doing business and production costs. It will lead to a transparent and corruption free tax system with minimum tax evasion and promote economic growth. There might be some negative effect of GST on real estate sector by adding to the cost of new homes there by reducing their demand. Certain retail products might become more expensive with GST. This book provides its readers to get-in-depth knowledge on various aspects associated with GST. To reap full benefits of GST, it is important that the centre and states merge all their taxes into C-GST / S-GST. There should be single point compliances and absence of multistate audits.

Although GST is a new infrastructural change for Indian economy, yet it has been successfully enforced in countries like Canada, Australia, Brazil, New Zealand, Malaysia, Sweeden etc. There are almost forty GST model, each with its unique features. This book will benefit to all its readers through a comprehensive study of this crucial issue.

GST is the biggest tax reform in history. Three potential game –changing fall-cut of GST will be improvement in the fiscal position, investments and ease of doing business. There will be boom in credit penetration. According to our Prime Minister Narender Modi, "the passage of the enabling legislation for GST has marked a major step towards freeing India from tax terrorism" and in helping curb black money and corruption and in making "the consumer the king". Black money fosters corruption, undermines the right of the common man by reducing him to a lesser human being in the society. Through GST, we can have a system where every penny in a transaction, whether it is earned through sale of good or provision of a service, is tracked and accounted from source till the last stage of consumption. This is precisely what a well implemented GST system is aimed at delivering to the Indian Citizen. Thus, GST strikes at the root of where black money get generated. In my opinion, it is not just a fiscal reform, but the beginning of a new era where corruption will gradually subside and the common man will regain his right for equality and justice with economic and social growth. According to IMF, "the GST will provide a boost to the economy. India has recently taken important steps toward a national goods and services tax which, when fully implemented promises to boost buoyancy and growth, including by enhancing the efficiency of the internal goods and services market."

In this national and global environment, the editor Dr. Megha Agarwal has done tremendous work by editing this book. I appreciate and complement her for her hard work with timely decision of working on this important issue. Lastly, I would like to place my thanks to the "Edge India Publishing house" for, bringing out this book. This book is very handy to read. This is must read for students, traders, business houses, entrepreneur, teachers and politicians. It is a must for each and every library. Very light to hold and read at any time of the day. I wish all the success.

Indian Institute of Finance
Delhi & G-Noida

Manju Agarwal

Botman, Dennis, Stephan Danninger and Jerald Schiff; *Can Abenomics Succeed? Overcoming the Legacy of Japan's Lost Decades;* 2015, International Monetary Fund, Publication Services, Washington, D.C., U.S.A., pp. 193, Price US$ 25

Abenomics refers to the economic policies (multipronged economic programme) advocated by Japanese Prime Minister Shizo Abe since December 2012 general election, which elected Abe to his second term as Prime Minister of Japan. "Abenomics is based up "three Arrows" of monetary easing, fiscal stimulus and structural reforms".

Abenomics seeks to remedy two decades of stagnation. The "Lost Decade" - actually a decade and a half of low growth and deflation – was followed by the global financial crises in 2008 - 09 and, in 2011, the tragic Great East Japan Earthquake. In 2013, Japan's level of nominal GDP was about 6% lower than it was in mid 1990s. It remained a challenge to quantify exactly how much of the slow growth was due to deflation rather than the typical post bubble blues, population aging, and the waning effects of technological convergence. Financial strategies adjusted to the deflationary environment, with portfolio allocations across households and financial institutions shifting toward 'safe assets' such as currency, deposits, and government securities which, despite low nominal yields, provided stable real returns. In Chapter two, author "Dennis Botman" discussed demand management tools deployed against this difficult backdrop in a variety of ways. The Bank of Japan's quantitative and qualitative easing measures should lead to greater portfolio rebalancing and financial risk taking, raise inflation expectations and support aggregate demand, which, together with complementary fiscal and structural measures, should help greatly to revive Japan's economy and decisively end deflation. The failure of monetary policy spotlighted how difficult it is for a central bank to stimulate demand when confronted with powerful private sector imperatives to deleverage, repair balance sheets and restore net worth.

Dennis Botman highlighted in Chapter three, a rapidly declining birthrate and high and rising life expectencies were aging and shrinking Japanese society at a unprecedented rate throughout the lost decade, adding to the country's difficulties. This led to falling potential growth, a tendency toward deflation, and sizeable fiscal pressures (lowing to large increase in social security spending). It was clear that Japan was facing enormous challenges. The combination of an ageing population and decreasing workforce, declining potential growth, and a rapidly rising public debt burden pointed clearly to the need for a new approach.

In early 2013, Prime Minister Shizo Abe, rolled out a comprehensive approach to reviving the Japanese economy, summarized by three policy arrows: aggressive monetary easing, flexible fiscal policy, and structural reforms to raise potential growth. Complementarities among policies would be the key __ all three arrows would be required for success. But would it all work? What was being attempted under Abenomics was unprecented, and nothing less than a leap from a low growth deflationary equilibrium to a new equilibrium characterized by positive inflation and higher sustained growth. Confidence would be key, in both Japan's growth prospects as well as the Governments' ability to carry out needed reforms. Given the need to adjust long held expectations, it is notable that the Abe administration had early and significant success in "changing the conversation" both in and about Japan. In April 2013, the BOJ fired the first arrow, announced its new quantitative and qualitative monetary easing framework to achieve 2% inflation in a stable manner within about 2 years. The sheer size of the asset purchases marked a clear departure from the incremental approach of the past. Another difference is a clearer articulation of the idea _ seen most evidently in the pact signed between the Government and BOJ in the early days of Abenomics – that the effectiveness of monetary policy depends on complimentary fiscal and structural reforms to lift growth expectations and support price momentum.

Described in detail in Chapter three monetary policy was expected to be transmitted to prices and the real economy in four inter-related ways. These important changes in monetary policy coincided with a significant decline in concerns over Europe, improving global outlook and reversing sizable safe - haven flow into Japan. Progress toward the 2 percent goal had been made, but the BOJ remained roughly only half way there.

In Chapter four, author IKUO Saito provided a clear and convincing plan to reverse the long-term trend of rising government debt. Net public debt increased from 13% in 1990 to 134% in 2012, while gross debt was close to 240%. Adjustments without growth was unlikely to work. In this context, Abenomics proposed to use fiscal stimulus to help jump-start the economy in the near term while promising the needed adjustment over time. Given the long period of large deficits and growing debt and inevitably gradual nature of any adjustment plan, maintaining this confidence required upfront action.

Ikuo Saito in Chapter five highlighted that the adjustment plan itself would need to be as growth friendly as possible, relying on a package of measures that could deliver deficit reduction while improving incentives to work and invest. The first year of Abenomics was, largely as expected, more about stimulus than adjustment. Government raised the consumption tax 5 to 8% in April 2014 and then 10% in October 2015 but delayed this hike until 2017 given the weaker economic growth than expected. Stephen Danninger and Chad Steinberg in Chapter Six, made it very clear that Abenomic would not succeed if it relies solely on fiscal and monetary policy stimulus. The necessary transformation will be difficult but, not unprecedented. Japan had not suffered from a lack of growth strategis over the past decade and a half, although its not difficult to find any impact on economic performance. The government growth strategy had proceeded more tentatively than many had hoped, but the broad contours could be seen in the revived growth strategy of June 2014. Special economic zenes served as "laboratories" for a variety of forms of deregulations. A range of policies transformed the stable financial sector into a growth engine. Chie Aoyagi and Giovanni Ganelli in chapter seven provided aggressive labour market reforms to enhance economic performance. The dual nature of the Japanese labour market with a sizeable and growing segment of the labour force in non regular' positions alongside the traditional heavily protected and better compensated regular workers - raised important challenges.

Financial sector played a crucial role in the new policy framework. Abenomics is all about encouraging risk taking, more proactive in searching out lending opportunities and nurturing new enterprises. Serkan Arslanalp, Raphael Lam, and Malhar Nabar scaled down the opportunities and risks of in Chapter eight, Abenomics in the financial sector. The new monetary policy framework provided a window for financial institutions to support growth. 70% of newly issued Japanese Government bond were purchased by BOJs in April 2013 and this increased further in October 2014. Some larger banks were focusing on expansion to foreign markets, particularly in emerging Asia for higher profit. On the other hand regional banks, insurance companies, and pension funds, continued a wait and watch approach with large excess reserves with BOJ. Structural reforms could help eliminate bottleneck to financial intermediation. More diverse sources of funding needed to be encouraged, including asset-based lending. The transition to a higher risk / growth equilibrium posed newer challenges. Financial regulators needed to be more alert towards risk and towards small investors.

Joong Shik Kang in Chapter nine, discussed about stimulating private investment and innovators. Investment in Japan had been on a decling trajactory since the onset of the lost decade, even while corporate savings continued to rise. Reversing these trends would go a long way towards ensuring the success of Abenomics. Authors found that investment responded more strongly to expectations about future economic performance and about economic policies. It reflected that ambitious reform programs had a positive economic impact. Abenomics monetary policy "big bang" raised actual and expected inflation. Wages and exports began to pickup. Surprisingly, exports and investment growth remained flat and net exports a drain on GDP, despite large Yen depreciation. This reflected "J curve" i.e. trade balances improved following depreciation, but only with a delay. A new bout of global financial volatility or a slowdown in global growth acted as a brake on domestic activity and caused Yen to appreciate as the economy was taking off.

The success or failure of Abenomics was of great significance to the rest of world. Despite 15 years of low growth, Japan remained the third largest economy and among the largest net creditors and trading nations. Dennis Botman and Joong Shik Kang in chapter ten, outlined Japan's role in the Global economy and spillover effect of Abenomics. Though its difficult to determine the net impact on any single country yet Abenomics impacted countries in a variety of ways. The important upstream rate that Japan played in Asia supply chain meant that lower prices for its inputs would benefit regional economies. Portfolio rebalancing by Japanese financial institutions and households generated capital outflows, to emerging Asia Growth of other countries depend on their development of macroeconomic aspects.

Dynamic and growing Japan undoubtedly a boon for its neighbours, its region and the global economy. IMF has offered suggestions in each policy area to complete this economic transformation. Abenomics experiment — "three arrows" is a set of policy reforms — origins, content, implementations and spillover effects for the rest of the world — in clear, comprehensive, and concise form. Writers provided a depth of analysis that goes well beyond the generalities of "three arrows". The practical implications drawn for Japan's fiscal options, labour market restructuring and monetary operations are particularly relevant as spillovers and feedback effects of Abenomics on the global economy. Graduate Students, teachers, managers, CEOs, policymakers around the world have much to learn from Abenomics of Japan's lost decade. I must thank IMF for publishing this book and providing to academic world the practical experience and agenda for Abenomics for further research and fruitful positive results in the world for economic growth.

Indian Institute of Finance Manju Agarwal
Delhi & G-Noida

Ray, Shantanu Guha; *Target;* 2016, Saurabh Printers, Delhi, India, pp. 230, Price ₹ 495

Entreprenuer who makes his business worthy of envy is given to his or her trails and tribulations. When things go wrong, everything appears to be a big conspiracy or the universe responsible for victimising the innocent. What if truly someone is powerful enough in using his networks to destroy the innocent. It is difficult to point a finger on someone without evidence and difficult to let go if one has ample evidence to pin down the conspirators The book is work of investigative journalism into what went wrong in the 5,600 crore payment fisaco of National Spot Exchange Ltd (NSEL) and how Jignesh Shah was victimised by a group of powerful bureaucrats and politicians. Jignesh Shah a well known name in the commodities market was put to arrest despite his exemplary cooperation in the payment fiasco by the Mumbai police and served 108 days in the jail before he finally got the bail order. The book tales his undetered conviction and strength in the good fate of his company Financial Technologies India Limited (FTIL) and brings out how corridors of the powerful are deaf to the appeals of a successful businessman. This book attempts to offer some unknown facts and powerplays that destroyed and victimised Jignesh Shah.

Jignesh Shah who had a humble background was a varicious reader and drew huge inspirations from autobiographies of industrialist. Shah started MCX in 2003 with his fifteen hours a day schedule. He wanted to be a billionarie at U-40 years of age from India, doing business in India. He pursued a degree in electronics and telecommunications and joined Bombay Stock Exchange on a technology assignment, BOLT (Bombay Online Trading System) an ambitious Rs. 100 crore project to automate the exchange. He completed his stints at the Hong kong and Tokyo Stock Exchanges and NASDAQ learning about technological advancements. In 1995 Shah and Neralla, his eventual partner and executive director at FTIL created a financial technology product company called Financial Technologies India Limited (FTIL) which was to provide trading systems for equity, commodity, currency and bonds. FTIL promoted MCX which applied for commodity exchange licence in 2002. In 2005 he established the forex trading platform IBS Forex, which was initially a private limited company but was incorporated in 2005 as a subsidiary of FTIL. MCX was numero Uno exchange in the world in gold derivatives, second largest in silver , third largest in crude. With more than 140 agricommodities to trade and 1,400 industrial commodities to trade, MCX was the single largest commodity exchange. Shah created ten lakh jobs in tier 2 and tier 3 cities of India. It had strategic alliance with London Baltic Exchange and Chicago Climate Exchange. There was trading at Dubai Gold and Commodities Exchange through a joint venture. MCX became the first commodities exchange that co-owned an international exchange. MCX then set up the first national spot exchange for commodities - National Spot Exchange (NSEL) with links to several Agriculture Produce market Committees. Shah intended to double the incomes of farmers and improve their quality of life with this exchange. MCX first IPO was oversubscribed 54 times and it got US$ 7 billion when it only sought US$ 135 milllion. Shah in 2008 was ranked by Forbes as 1,014 richest person with net worth of US$ 1.1. billion.

Jignesh Shah involvement in the 5,600 crore payment fiasco and his two companies namely National Spot Exchange Ltd (NSEL) and Financial Technologies India Ltd. (FTIL) is much questioned in this book. Did Jignesh Shah deserve to be penalised for the fault of the brokers who were trading on fake accounts or were using black money or were converting black money into white money or had given wrong PAN card details. The role of NSEL, FTIL, Jignesh Shah and his associates in the crisis is defended by the unexpected decisions of the Forward Market Commission and the exclusive interest of the then Finance Minister P Chidambaram, Dr. K.P. Krishnan, his then Additional Secretary in the Ministry of Finance and Mr. Ramesh Abhishek, the then Chairman of Forward Market Commission. It is brave on the part of the author to directly point fingers on the three well known names and to gather evidence against them including internal notes that were in circulation. Investigative journalism by Shantanu specify that the payment crisis was preventable had hasty decisions not been taken by the Forward Market Commission and the vested interest in promoting the monopoly status of the National Stock Exchange.

Shah was challenging the monopoly status behind NSE. The author alleges that there was a conspiracy against FTIL group which was hatched in October 2004 when the then Finance Minister made an effort to bring the commodity markets regulator under his purview which at that point of time was under Ministry of Consumer Affairs, Food and Public Distribution. An Income tax raid in 2007 was ordered against the group. The raid did not uncover any voilation against the fabricated report of Rs. 300 crore of stacked cash is with Shah. New norms were pushed by the Finance Ministry to protect the NSE Monopoly that included a cap of five percent on any one owner of stock exchange. MCX Stock Exchange (MCX-SX) promoted by FTIL and MCX jointly applied for a stock exchange licence. Everybody from NSE, NCDEX and SEBI appreared to be jealous of the growth of MCX and its subsidiaries. Denial by SEBI to permit MCX-SX to trade or questioning it for the ownerhship status have all been linked to a big conspiracy hatched by the senior bureaucrat K. P. Krishnan and FMC chairman Ramesh Abhishek. P chidambaram involvement in the case has been highlighted by the interest of the the then Finance Minister in converging the securities exchange and commodity exchange, also by his interest in introducing commodity transaction tax.

The author also states at the behest of P Chidambaram, K P Krishanan, Ramesh Abhishek issued a show cause notice in April 2012 to NSEL to stop their trading activities disrupting the entire market. Since trading was stopped abruptly on NSEL, the pay in brokers and defaulters commited to FMC chairman that they would like to settle their dues instead of delivering commodities sold by them despite having adequate stocks. On July 12, 2013, the Department of Consumer Affairs (DCA) in the Union Ministry of Agriculture, the then parent ministry of the former FMC at the instance of its Chairman Ramesh Abhishesk abruptly directed NSEL to give an undertaking that it would not launch any fresh forward contracts of one-day duration on its trading platform and arrange to settle all the existing contracts in agriculture and plantation commodities and products on their respective due dates. NSEL strived to achieve payment and settlement period of all contracts traded on the exchange to less than eleven days (T+10 or less) wherever settlement schedule was extending beyond eleven days. Panic ensued in the market. Most sellers hurriedly emptying their godown to meet their other commitments defaulted on their NSEL forward contract of one day duration on their maturity resulting in the otherwise avoidable payment crisis at NSEL on 31st July 2013. Despite having omnibus powers on August 2013 to act against anyone, Abhishek acted against FTIL. The targets were Shah, Joseph Massey, MD and CEO of MCS-SX, Shreekant Javalgekar, MD and CEO at MCX. In early 2015, FTIL officials and shareholders sought an appointment with Nirmala Sitharaman, Minister of State for Corporate Affairs but with no respite. On February 2016, the ministry decided to merge the dormant NSEL with Shah's FTIL. Despite all efforts of Jignesh Shah he could not stop the merger.

The author argues that Satyam and NSEL were too different cases as in Satyam the promoter accepted the fraud and the NSEL the promoter denied any fraud. There was no monetary trail that could be established between the money owned to some NSEL traders and FTIL. As observed by Justice Mr. Abhay Thipsay of Bombay High Court while granting bail to Shah on August 22, 2014 that though projected a scam of "Rs. 5,600 crore", the illgotten money has not gone to the applicant (Shah) or for that matter to NSEL. In fact it is not the case of anyone...It is almost conceded that there has been no material to show any direct connection or link between defaulting borrowers and the applicant.

Undoubtedly, government is the most important stakeholder for any business. Business Empires are built or destroyed on the manner in which they convert challenges into opportunities especially regulations. Any new or old business suffers from changing paradigms of market infrastructure and development. New Rules and Regulations can benefit or harm established businesses questioning their very existence in the markets. Perceptions and power plays can further threaten the very foundations of the business. The story of Jignesh Shah touches the heart of everyone who inspires to innovate and succeed and meets unwarranted consequences. It is difficult to believe in the conspiracy theory of the author despite the meticulous work of finding the intents and abrupt actions of the three named persons. Vested interest by means of corruption could be more tenable then the desire to restore monopoly of government promoted organisations like NSE or NCDEX. Draconian laws are common attribute of regulators which are often corrected by appeals in the courts of justice. It is also difficult to find government offices taking action against errant government officials. Power corrupts and many businessmen and businesses worldwide become a victim of the power show of politicians and bureaucrats but there are cases where people have won their fight after several years provided they could find decietful action on the part of the authorities. Procedural actions which are detrimental to businesses or are not given to understanding of the politicians or bureaucrats cannot be the basis of conspiracy theory.

The book is a good read for the understanding of how powerful governments and government offices are in deciding the fate of billion dollar companies. The book is a good case study on entreprenuership, government interference and business network dynamics. The book is recommended to all institutions and professors teaching a course on business environment, corporate governance and strategic management.

Indian Institute of Finance Yamini Agarwal
Delhi & G-Noida

Singh, Kanhaiya; *Management Accounting : Concepts and Strategic Costing Decisions*, Wiley India Pvt Ltd, Delhi, India, pp. 684, Price ₹ 619

Management Accounting enables managers to undertake key strategic decisions for day to day running of an enterprise. While there is no regulatory compliances to be followed in management accounting, the concepts and practices followed by the industry are well laid out in most of the textbooks related to this important area of Accounting. New techniques are being evolved every day and it is important the managers of tomorrow learn new and latest techniques of Activity-Based Costing, Target Costing, Value Chain System, Price and Profitability Analysis, Balanced Scorecard, Global Perspective of Management Accounting, etc.

Raw material is one of the most important inputs in the cost of production. Cost controllability of materials assumes significant importance. The price at which the material is issued to the production department is also important. Bin card is one of the systems for issuing raw material and it records only the quantity. Inventory management prevents any overstocking or understocking. Important concepts like FIFO (First in First out), LIFO (Last in Last out), ABC (Importance criteria), JIT (Just in time) and VED (Vital, essential and desirable) play a significant role in inventory management. Labour cost is the second most vital item in the cost of productions. A firm has to first identify the direct and indirect cost and then appropriately allocate indirect cost for proper pricing. Concept related to overhead allocation, absorption and pricing assume importance and have been explained nicely. Cost concepts related to calculation of component of cost sheet like prime cost, factory cost/ works cost, cost of production, cost of goods sold and cost of sales have been explained in detail. Managing the cost sheet is important for cost control and gaining competitive advantage of a company. Concepts related to notional cost, opportunity cost, marginal cost and sunk cost enable business decision making. Classification as Product or period cost also enables proper decision making.

Job Costing, Batch Costing and Contract costing are alternate cost analysis methods. When costing is undertaken for a customer specific order we refer to it as job costing. When similar products are produced at a time, we refer to it as batch costing. Contract costing relates to projects of longer duration like civil engineering works, ship building industry or construction industry. Understanding concepts like set up cost, sub-contract, cost-plus contract and job order sheet are important for today's managers. Process costing and joint costing have been explained in an insightful manner. Process costing refers to the costing method applicable where goods and services result from a sequence of continuous and repetitive operations or processes. Process costing is suitable for chemical work, textiles, paints, steels, glass, refineries, food processing, paper, dairy products etc. When two or more products are obtained from a single and common process involving common raw materials, labour and overhead, they are called joint products. The common costs associated with the combined process of production are called joint costs. Joint costing related to allocation of common costs to individual products.

Marginal costing is a concept of recognizing income based on variable production cost. Absorption costing approach considers both fixed and variable costs while considering production costs. Both the methods support decision making related to making a product or outsourcing it.

Contribution refers to excess of sales revenue over the variable cost. It enables decision making based on ranking of alternate products based on contribution of each product. Cost-Volume-Profit analysis enables enterprises undertake right managerial decisions. The level of sales that just covers total cost is called the breakeven point. The breakeven analysis is also used to determine the Margin of Safety. Higher the margin of safety, the more secure a firm is as it provides the buffer before you reach the breakeven point of no profit no loss. Business strategies may be created based on breakeven analysis especially if the company is manufacturing multiple products.

Standard costing refers to the standard or predetermined expected cost of various components and resources. It helps determine the variances and enable a reader to identify the variances if any. Many concepts related to standard cost, actual cost, variance, material cost variance, labour cost variance, overhead variance, material mix variance, sales variance and yield variance can aid a manager to control the undesirable variances from unexpected costs.

Budgets and budgetary control system are important for any organisation for proper working capital management. One can learn about the types of budgets and their utility, preparation of budgets, master budget, zero based budgeting, rolling budget, performance budget etc from this book. Cash budget is one of the most important budget affecting the financial viability of the organisation. Management of both inflows and outflows is significant for an organisation. Zero based budgeting permits budgets only if supported by justification. Last year budgets and expenses have zero significance in zero based budgeting. Master budget forecasts sales, production, distribution and financing activities plans. Budgetary control helps an organisation to limit the variances/differences between actual and budgeted performance.

Activity – Based costing is a unique costing method focussing on the activity for computing costs. The total costs are assigned to products depending upon the magnitude of use of an activity. Target costing is a tool available to manager for optimizing the overall cost of a product spread over to its life cycle. So for products where price is fixed, target costing can help to increase the profit margins.

Responsibility accounting enables participative decision making to control costs more systematically. It gives authority and defines accountability of responsibility centres. Investment centre enable proper investment for profit generation. Profit centre has the responsibility to ensure that a product/division remains profitable. When goods are transferred from one division to another in the same company transfer pricing concepts play an important role. The concepts although complicated can be mastered from this book.

Traditional costing methods are proving to be less effective in controlling costs. Hence, learning strategic cost management is useful for managing costs in modern business environment. The life cycle costs consider all the costs for proper costing and pricing decisions for the product. Kaizen costing focusses on continuous improvements through successive and small measures.

Pricing decisions are extremely important as they have a direct impact on sales and profit margin. Traditionally, cost plus pricing has been followed. Skimming price strategies is followed by charging maximum in the initial stages of a product. Apple Company has been following skimming pricing strategy.

Short-term decision-making helps us to take decisions related to accepting or rejecting a special order, making or buying decisions, product mix decisions, selling now or later, adding or dropping a product line etc. In case of resource constraint, the product that gives highest contribution per unit of the limiting factor should be given preference over others. Another, short term decision relates to outsourcing. So a firm should make or outsource. BSC scorecard is increasingly being used for performance evaluation. Lastly, the summary of all important financial ratios and their interpretation is given for analysing the impact of management accounting decisions on financial statements.

The author has innovatively presented new costing techniques, concepts and practices. Keywords, 190 review questions, 197 True and False and 198 Fill in the Blanks, 57 examples, 101 additional solved problems, 84 problems for practice and 31 case analyses provide an apt resource for a Professor to adopt this book as recommended textbook and for students of MBA, M.Com and M.Sc. Finance to get an in-depth knowledge of the subject.

Indian Institute of Finance Saurabh Agarwal
Delhi & G-Noida

Amin, Samia, Jishnu Das and Markus Goldstein; ***Are You Being Served: A New Tools for Measuring Service Delivery;*** **2008, The World Bank, Washington DC., USA, pp. 423, Price US$ 40**

"Are You Being Served" provides an overview of a range of tools for measuring service delivery and offers valuable lessons on the opportunities and constraints practitioners face in measuring performance. The book Studies 12 country specific contexts from around the globe and views the service delivery from a range of sources in variety of contexts. The countries studied are Madagascar, Chad, Papua New Guinea, Indonesia, Ukraine, Ethopia, Rwanda, Uganda, Mozambique, Vietnam, Zimbabwe and

Argentina. It starts with introduction of service delivery and reasons to measure it with emphasis on one key aspect of the process of transforming inputs into outcomes: the process of service delivery.

World Bank with its fingers to the bone is expanding access to education and health services for needy but the quality of those services remains a serious concern. World Bank and its development partners strive to strengthen accountability and support governance reforms in service delivery.

Experience shows that increasing government spending on public service alone is not sufficient to raise standard of living and improve access to health, education, and other public services. Although significant strides have been made in expanding access to education and health services in the past decade, the quality of those services remains a serious concern. Strengthening accountability and supporting governance reforms in service delivery are thus major priorities for the World Bank and its development partners.

A wide array of instruments has been developed in an effort to measure the performance and quality of public services. However, our knowledge of how to use and customize those new tools to country circumstances and of the limited available data is still at a basic level. The knowledge poses a key challenge because of many of the policy options for reducing poverty and achieving the Millenium Development Goals rely on improving the supply and quality of public services.

The authors talk about quality, efficiency, or any other dimension in service delivery. The authors outline the key factors relevant in practice at National levels. They ponder on should we collect data from clients, providers, surveys, or administrative records? For what purpose should such data be used? The book revolves around these questions making the readers appreciate the process of service delivery. Authors build on their experiences to provide an overview of service delivery measurement tools and also the application of these in real world. The process revealed thereby is seldom applicable but provides powerful inputs for designing an effective policy. It has got brilliant collection of lessons arising from application of service delivery tools building upon the first hand experiences of the people engaged in the process.

In a study of Social Investment Fund (FISE) in Ecuador, it was found that communities with higher levels of estimated (consumption) inequality are less likely to implement projects like latrine building projects. Once inequality is controlled for, larger the share of the poor in a community, the greater the likelihood that the community will receive pro-poor projects.

Monitoring data are an integral part of the process of learning about the performance of any social program. Yet, the data still represents an under used source of data for analysis, especially in developing countries like India, Ghana etc. Certain features of this data sources (low cost, large scale and time dimension) make it an attractive complement to survey data in analytical work. There is a trend initial start up costs will typically delay program effectiveness in treatment areas and thus influence the estimates of impact. This is attributed to (a) lags in implementation that arise from administrative and bureaucratic delays; (b) learning processes that providers and beneficiaries may have to undertake, thus delay full program effectiveness and (c) dependence of an effort on the ages of beneficiaries and the duration of the program.

Authors while talking about "Tracking public money in the health sector" outline conceptual and practical challenges that arise in designing and implementing public expenditures tracking surveys. It has provided concrete examples of these challenges based on tracking surveys in Mozambique. These challenges suggest that analysts and policy makers should avoid equating leakage with corruption. The survey must be designed to answer a clear and explicit question. The extent to which tracking surveys may identify leakage and other problems depends on the context, including the budget system and the quality of the records, it is therefore important to ensure that a tracking survey is the proper tool for the problem at hand.

It was interesting to read about Public Expenditure Tracking System (PETS) studies which attempt to meet success, and precise estimates of leakage rates largely remain an elusive objective. The two main reasons for this lack of success are the narrow classical definition of leakage and the fact that many PETS have been carried out in countries with soft or no rules for the allocation of financial and material resources.

The chapter on "Lessons from School Surveys" presents three main recommendations for researchers. Firstly, the questionnaire and interview should be simple and straightforward. Secondly, they should be precise and lastly, data entry process must allow for real time data validation and verification. The Ukraine school survey beautifully elicits these points. Qualitative methodology is explained with the work carried out in developing countries of Ethiopia and Rwanda, designed to explore key human challenges of absenteeism.The primary health care in Uganda survey reveals that client satisfaction and the responsiveness of providers to the needs of clients are now among the primary concerns of the public health systems. Exit survey provides rich source of information on the expressed needs, experience, and perceptions of the clients.

Authors have elaborated the difficulties encountered during the process and enlist the mixed experiences. The volume majorly focuses on health and education; the tools being most developed in this area. Surveys like Indonesian Family Life Survey, Living Standards Measurement Survey and the Indonesia Governance and decentralization; all measures different area where the State provides services to citizens. Many of the tools can be fruitfully applied to other areas of service delivery. The authors conclude with the roadmap on way forward.

The book is of immense use to policy makers to enable them have better understanding of service delivery. This will enable them to increase effectiveness and efficiency. Careful evaluation of the given cases can boost the effect of future programs. Their experiences yield important insights on how to avoid pitfalls, what practices to improve, and how to learn the most from the data at hand. Taken together, those lessons represent an important step in strnghtening accountability and governance. Also it answers how the providers and clients interact and about the way facilities function. The book would be highly relevant for postgraduate management students in public services fields, MBA healthcare studies to enable them get better understanding of real life project functioning and evaluation of the way facilities function. Researchers and professors would also gain a lot from the field survey techniques used in the book.

There are a few points which could have enhanced the utility of the book. Editors have excluded the cases where attempts to measure service delivery have failed. Inclusion of these cases would have provided insight into the reasons of failure of service delivery and help to know "what should not be done". Research fraternity could have better served if there were listing of original reports of the cases discussed in the book. Better measurement of service delivery can create greater accountability and better governance. *Are You Being Served?* will be a valuable resource for those working in international organizations student of Marketing, International Business and for government officials seeking to effectively measure delivery quality in developing countries.

Indian Institute of Finance IIF Research Division
Delhi & G-Noida

IEG; *The Matrix System at Work: An Evaluation of the World Bank's Organizational Effectiveness;* 2013, Independent Evaluation Group, World Bank, Washington DC, USA, pp. 258, Price $ 92.85

The book is designed to assess the benefits and constraints of the current matrix system in furthering the Bank's development effectiveness. In this evaluation the terms "matrix system" and "matrix reform" refer to both the organizational structure and the accompanying institutional rules and behaviors. This assessment will examine the relevance of the objectives and design of matrix organization to the current strategic priorities of the Bank, and the efficacy and effectiveness of the Bank in meeting those priorities. Understanding the incentives and accountabilities that have a bearing on quality and outcomes will be essential for the evaluation.

Organizations implement matrix structures to help balance competing objectives and deal better with interdependent activities. Successful matrix organizations continuously review their organizational effectiveness and readjust internal power imbalances, as necessary, to enhance their ability to achieve their goals. Much of the literature on the Bank's internal reform focuses on organizational culture as the impediment, or facilitator, of past reform efforts. This research views the reforms of 1997 and beyond as largely successful in making the Bank more responsive to its clients (for example faster disbursing loans with greater owner-ship and less conditionality) but falling short in other intentions such as integrating some strategic objectives in operations (mainstreaming), adhering to its own mandates such as safeguards, and demonstrating development impact and sustainability.

The premise behind the matrix reform was that to be effective the Bank's operational work must be both tailored to individual and client needs and technically appropriate, combining local knowledge with knowledge and good practice around the world. Country departments and sector departments embody these two sides of the Bank's structure, and reorganizations have typically sought to adjust the balance between the two centers of power.

The evaluation focuses on the current matrix arrangements including organizational structures, procedures and institutional behaviors. When the matrix was introduced it was deliberately kept flexible and has evolved, adapting to intervening changes. The evaluation adopted a comparative approach, relying heavily on secondary analysis of data from existing Bank databases and prior IEG evaluations, supplemented by qualitative evidence from staff and manager surveys, informed opinions of knowledgeable interlocutors, and in depth review of focus sectors and focus countries. The evaluation compares organizational and behavioral differences across regions and sectors, to the extent possible, relating these to incentives and measures of regional and sector performance. The comparison across regions and sectors is illustrated by case studies of country-level matrix issues. The analysis of sectors covers all sectors and cross-sector themes that have been evaluated by IEG in the last five years, while the surveys cover all operational staff and managers. To a limited extent the evaluation compare the strengths and weaknesses of the pre-1997 organization, such as the relationship between country and sector units, with the current matrix system, drawing primarily on the feedback from staff and managers with Bank experience before the 1997 reforms were introduced.

The matrix evaluation focus on outputs and intermediate outcomes along three key dimensions viz., strategic alignment, knowledge production/ dissemination, and incentives/accountability for quality that are intimately linked both in terms of the original objectives of the matrix reform and their contribution to development effectiveness. The evaluation utilizes a range of existing documents and data sources, including relevant Bank management assessments of the matrix, Business Ware-house portfolio data, HR data, budget data, and QAG data. It draw to the extent appropriate on the findings of previous IEG assessments, including Country Assistance Evaluations (CAEs), CAS Completion Report reviews (CASCRRs), and sector and thematic evaluations to identify matrix issues, it also draw on relevant literature and external sources and conduct secondary analyses of existing Bank documents. Existing databases are analyzed to generate findings on cross-support and cross-sector collaboration across organizational units for lending and non-lending activities.

Several types of analysis are undertaken for the evaluation. First, analysis of existing databases yields time series data on patterns of cross-support in lending and non-lending operations, and on the distribution of outcomes in sectors and themes across the portfolio. These trends are analyzed, to the extent feasible, to assess how the flow of knowledge and expertise under the matrix system affect portfolio quality. Second, comparative analysis is undertaken across regions, sectors and countries through both secondary analyses of existing databases and additional data gathered from the regions and sector boards. Structured instruments for surveys, interviews and focus groups provide feedback from staff and management on relevant reform actions proposed or under implementation. Third, an attempt is made to elucidate informed views on the strengths and weaknesses of the matrix system compared with those of the pre-1997 organizational structure, recognizing however that the usefulness of interview data for inter-temporal comparison of Bank performance before and after the 1997 matrix reform is necessarily limited by the high turnover in Bank staff since the reforms were introduced and generally weak reliability of recall data.

The evaluation includes a review of matrix issues on selected sectors and cross-cutting themes that have been evaluated recently by IEG. It also includes analyses of time series data on cross-support and cross-sector collaboration, and on portfolio quality, and an assessment of the effectiveness of sector boards with follow up interview. The report reviews 14 countries out of the 18 for which IEG has conducted an independent country program evaluation since 2006 (review period ending no earlier than FY06). This includes 4 selected randomly from the 8 African countries. All the 10 countries for which IEG evaluations were available from the other five regions (which consisted of two in each) were adopted for the review sample. The countries are Madagascar, Mali, Nigeria, Uganda, Georgia, Ukraine, Egypt, Yemen, Cambodia, Indonesia, Peru, Honduras, Bangladesh and Nepal.

The Bank's record of delivering responsive and effective country programs that are responsive to client needs is moderately satisfactory for 66 percent of country programs. Considerable gaps remain between the Bank's country programs and country needs. The Bank's role in development knowledge is found to be equally vital to the quality of its lending portfolio.

The evaluation of 153 operations for assessing the effectiveness and efficiency of Quality Assurance reveals that this outcome has been suboptimal, and the matrix objectives of improved quality, collaboration, and teamwork have not been achieved. The Bank has not been effective in promoting the kind of matrix behavior- cross-sector collaboration and teamwork- that were expected to improve quality.

Institutional Issues and Organizational Structure phase has imbalance in the regional matrix which extends to Bank-wide matrix. The matrix structure has not been able to cope up with the issues related to span of control and organizational restructuring. It suffered from absence of shared organizational objectives. The book concludes with recommendations with regard to incentive, process, and structure so that the matrix form can yield better results.

The book is of immense importance for the policy makers at corporate level of the organizations who needs to take the key decisions on organizational restructuring. Also the book would be highly relevant for postgraduate management students in understanding the organizational structures. The researchers can benefit a lot from the various evaluation strategies used in the book. It clearly depicts the gap which remains between planned strategy and implemented strategy and appreciate how things change when they move from paper to field. Each section is beautifully supplemented with bibliography, conclusion and end notes which make the book an easy understandable read. The annexes for evaluation methodology and data sources, evaluation instruments, manager and staff survey results, summary of focus group discussions, regional matrix profiles and list of persons contacted are given which doesn't leave any gap for the readers understanding.

The book has certain setbacks by virtue of its area of research as the attribution of impacts to the matrix is problematic because of changes in the external environment and the overlapping effects of other elements of the renewal strategy. *The Matrix System at Work* provides a holistic evaluation to the World Bank's Matrix Structure approach

Indian Institute of Finance
Delhi & G-Noida

IIF Research Division