

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 changes 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 leaves 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