

Book review

MANAGEMENT IN TRANSITIONAL ECONOMIES: From the Berlin Wall to the Great Wall of China, Malcolm Warner, Vincent Edwards, Gennadij Polonsky, Danijel Pučko and Ying Zhu, RoutledgeCurzon, London and New York, 2005, 204 pp. (ISBN 0-415-33194-3)

The management of transitional economies is very much in the news these days, as is management in them. This new book covers a wide range of such national economies and business systems, consisting of seven chapters grouped into three main parts. The first part “*System change*” (Chapter 1) presents the main themes, historical, theoretical and empirical, appropriate to the transitional process. It develops a general schema of management in transforming economies and sets out appropriate models (empirical propositions) that subsequently assist the review of initial notions in the light of the weight of empirical evidence that is presented in the chapters subsequent to the introduction.

The second part “*Country and regional studies*” deals with evidence from Central and Eastern Europe (i.e., Croatia, the Czech Republic, Hungary, Poland, Slovakia, Slovenia and the former East Germany in Chapter 2, and Albania, Bulgaria and Romania in Chapter 3), Russia and the Former Soviet Union (in Chapter 4), the People’s Republic of China (in Chapter 5) and Vietnam (in Chapter 6). It discusses the nature of the transition processes, identifying different transition paths, highlighting common features and outlining useful theoretical approaches. It examines the way in which management has been reformed, new management institutions and norms have been created and how a new class of managers has evolved.

Each chapter follows a *predetermined format*, covering the following topics: *Introduction* to the region/country (including the key issues related to theoretical debates in transition theory and the research questions individual chapters set out to tackle); *Historical background* (including the main historical influences of the economies involved and the ideological debate that occurred in different stages of tran-

sition); *Cultural background* (including the main features and influences of the national/societal culture of each economy, the implications for management and management practice, the interaction between cultural tradition and current political and economic systems); *General background* (presenting the development of each of the regional/national economies since the system change took place, including regional and global linkages, and economic development patterns); *External/macro issues/factors* influencing organisations (e.g., globalisation and economic reform, changes in the institutional framework, government policies relating to privatisation, restructuring and FDI, macro-economic policies relating to the monetary system, prices, the labour market, foreign trade, industrial policy and small firm development, etc.); *Internal/micro issues/factors* influencing organisations and management (e.g., ownership and control, business strategy and other functional areas, acceptance of and resistance to change, downsizing, etc.); *Outcomes and performance* (corporate transformation and implications for management, i.e., strategy development, organisational structures, managerial cultures and styles, management development, profitability, market orientation and sales, productivity and employment, employee relations, etc.); *Empirical evidence* (relating to enterprise and managerial behaviour); and finally *Evaluation and discussion* of outcomes and possible future developments.

Finally, it should be stressed that this book represents the product of an *international collaboration* between five prominent management scholars in the United Kingdom, Eastern Europe, Russia and Asia-Pacific, expert in one or more parts of the world studied. Their work covers historical background, general trends as well as specific research-based data collected in the course of their individual research activities over recent years.

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