

the authors caution that “while services can provide greater employment opportunities in the long run, they are not yet ready to offset the slowdown in employment for manufactured goods. Because most of the constraints appear to be on the supply side, there is room for government action to improve the prospects.” (p. 201)

Second, the discussion of Malaysia’s labour market policy debate is current and lively and it is particularly useful because it includes the role of cross-border worker migration, a component of work forces throughout Asia. The debate concludes that on the one hand Malaysia’s labour policies hobble and constrain collective bargaining and offer no unemployment benefits. On the other hand, the “government has developed and carefully administered a comprehensive mechanism for protecting worker rights, and providing workers with handsome social benefits and services in an overt fashion” (p. 248). Malaysian officials have been struggling with how to deal with the growing “... influx of foreign workers (as) ... a key focus of labor market policy” (p. 248). The question of what should be done about their rights perplexes not only Malaysians, but also challenges policy-makers throughout Asia and beyond. For example, the International Labour Organization (ILO) reported that in recent years a total of more than 215 million people annually, accounting for 3 per cent of the world’s population, were migrants a majority of whom were female (often accompanied by their children) — 90 per cent of all migration was employment driven. The ILO concluded that migrant worker rights remain an economic and ethical issue globally. Malaysian policy-makers appear to be in the in the midst of debating the issue of rights.

In summary, this volume is extremely well researched, clearly written and far from trivial in its contents. General readers interested in Asian trade, growth, development and employment will appreciate the book’s contents. As previously mentioned, it is appropriate for inclusion in reading lists in advanced undergraduate and graduate courses dealing with the economies of Asia. However, including it will require supplemental

sources that offer broader growth and development perspectives.

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***Managers and Management in Vietnam: 25 Years of Economic Renovation (Doi Moi)*. By Vincent Edwards and Anh Phan.** Abingdon, Oxon; New York: Routledge, 2013. Pp.130.

This book is highly recommended for managers, especially human resource managers, as well as for general readers. Using extensive surveys of public and private sector managers in Ho Chi Minh City and Hanoi from 2009 to 2010, the authors aim to explore the extent to which organizations comprise both rational (*ly*) and emotional (*tin*) elements and how they are counterbalanced, manifested and viewed by all participants in the Vietnamese context (p. 47).

Managers and Management in Vietnam has a focus on workers’ rights and adopts a humane approach in analysing the *doi moi* policy. Its message is that prosperity must be accompanied by welfare. As is the case in the high-performing Asian “miracle” economies led by Japan, for instance, the authors recognize the roles of the government and state-owned enterprises (SOEs) in promoting state capitalism, a needful precursor to marketization and privatization. The promotion of state capitalism encompasses a hybrid of domestic and foreign-invested firms that are willing to accommodate the *doi moi* policy as well as business practices that suit Asia.

The survey findings are presented in a very accessible manner and managers are taken to be individuals interacting with other individuals

(workers) in a given environment. The authors' socio-economic analytical framework therefore also incorporates interpersonal skills and relationships. This is further enriched by a discussion on: (i) Vietnam's philosophical foundations found in Chapter 2 which covers Confucianism, Marxism-Leninism, capitalism and nationalism; and (ii) Vietnam's historical evolution towards *doi moi* covered in Chapter 3.

The micro-firm aspects of the book are invaluable complements to the more well-known macro perspectives found in Chapter 4 on company contexts. In addition, Chapter 5 includes an insightful comparative analysis of other socialist models from the former Soviet Union, Central and Eastern Europe (CEE) and China — the authors draw on similar experiments in CEE and China to conclude what might be equally applicable in Vietnam. Chapter 6 on sense and sensibility discusses the various tensions that may emerge among various actors in Vietnam's market-economy: SOEs; non-state entities such as households and domestic private firms; and foreign-invested firms (including joint ventures). Challenges and tensions vary and range from gender issues to the interplay of tradition and modernity, employer-employee relationships, local-foreign practices and state-private sectors (Figure 6, p. 53).

Three chapters (7, 8 and 9) on organizational insights to development and self-development in both the East and West discuss the crux of what works in Vietnamese management in terms of ideology and work culture (p 86). More of such examples are found in Chapter 10 which includes a neat characterization of Vietnamese managers and how their management styles compare to their American counterparts (pp. 98–99). The authors join other scholars in advocating for an optimistic developmental state, i.e., one that is not captured by special interest groups in the final chapter (Chapter 11).

The authors tell a “good” story following the earlier approach of Berliner (1957) who wrote

Factory and Manager in the USSR. However, their findings are not entirely representative. While readers can appreciate brief anecdotal statements such as, “one respondent, who had worked in the same SOE for almost 30 years presented an analysis of the respective strength and weaknesses of SOEs ...” (p. 34), this narrative approach based on twenty-one interviewee profiles of managers of SOEs and private companies (pp. 117–18) could perhaps have been complemented by a statistical one. Granted that the Vietnamese market economy in general, and its SOEs in particular, are politically sensitive, academic researchers and other professionals would nonetheless appreciate finer granulations in the authors' research methods and questionnaire design (noted as open-ended, p. 6). The management of corruption and informal business practices is an equally sensitive issue that is of paramount importance to foreign investors and multinational corporations venturing into Vietnam.

Overall, this book makes an invaluable contribution by emphasizing the role managers and management can play, especially via individual self-development, in taking Vietnam further along after the commencement of *doi moi* in 1986. It can be exemplary and inspirational model to other ASEAN member countries, such as Cambodia, Laos and Myanmar, and even Latin America and Africa given the book's appropriate fusion of pragmatism (encapsulated in the chapter on sense and sensibility) and country-specific idiosyncrasies and philosophical heritages.

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