

## BOOK REVIEWS

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### *Managing Globalisation: lessons from China and India*

David A. Kelly, Ramkishan S. Rajan and Gillian H.L. Goh (eds)  
World Scientific, Singapore, 2006.  
Pp. xvi + 481. ISBN 978 9 812 56494 8

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For China and India, 'managing globalisation' is a phrase that can be applied to the analysis of a wide range of social, economic and political issues, both at the domestic and the international level. This volume of contributions emanating from the Inaugural Conference of the Lee Kuan Yew School of Public Policy is a timely contribution to the literature on the subject. The book's major themes—challenges, opportunities and responses to globalisation; social security and governance; national security; and ethnicity and identity—reflect new and critical perspectives on the opportunities and challenges that face these two nations in their quest for globalisation. These themes complement the overwhelming focus on economic agendas that has otherwise tended to dominate discussions on China and India at various fora.

The volume is organised into four main parts. The first two are premised on statistical facts and economic analysis, while the latter two locate the ongoing processes of restructuring and positioning in the global economic order in a wider context of national, international, political and social considerations. Part One provides an overview of economic growth in each country, identifying some of the major constraints to globalisation and the strategies adopted to face them.

Part Two focuses on social security and governance, in light of the demographic challenges being faced in both countries. There is a call for reforms to address challenges such as pension reforms in India. Useful discussions are presented on the social security provision issues involved in the restructuring of state-owned enterprises in China.

Part Three deals with issues of security and provides in-depth discussions of the security policies being pursued by both countries. This is a well-written section that highlights the position-

ing of the two economies, particularly China, *vis-à-vis* global security concerns. Part Four dwells at length on issues of ethnicity and identity. Although some chapters in this section are linked somewhat tenuously to the rest of the volume, their presence highlights the fact that issues of ethnicity and identity impinge on the economic growth process, particularly in a globalised world in which movement, both within and across economies, is encouraged.

Although the reader is confronted with the statement that 'China and India will shake the world' (p. v) early in the book, the contributions reveal analytical clarity and a careful assimilation of available information. Unlike many of the other writings on the subject, the book does not thrust upon the reader at the outset any unduly optimistic future scenarios, nor a necessarily depressing world-view premised on growth trajectories of the US.

The foreword asserts that 'Chinese and Indians are prepared to discuss their common problems' (p. xvii). Among these problems, a major socioeconomic one faced by both is how best to tackle poverty, in particular, poverty faced by the millions located in rural areas. Other problems include the provision of health care and education for the whole population, rising rates of urbanisation coupled with increasing rural-urban disparities, and the environmental implications of adopting rapid industrialisation programs. Whether this volume manages to convince the reader that China and India are willing to discuss and learn from their common problems is uncertain. However, it goes a long way in identifying broad areas of common concern in both countries including governance, the provision of social security, identity issues, sustainability and rural-urban disparity, and defence strategies.

Given the differences in political systems and inherited institutional structures, which have been touched upon by most of the contributors, the prescriptions for the two countries vary considerably. China's growth strategy is seen as being a top-down one while India's is described as being more bottom-up in nature. India's

industrialisation has been driven more by domestic companies in contrast to China's, which is perceived to be a combination of FDI and public sector investment in infrastructure. Recommendations for India include the need to improve upon poor infrastructure—particularly ports, airports and power supplies—and the active encouragement of private sector investment. So while China now concentrates on developing global brand names for itself, India is looking for more FDI.

The book sheds light on the roles of China and India in global trade and investment. However, it does not offer many solutions for tackling the realities of the socioeconomic problems discussed above. The book's focus is clearly on the implications of regional economic cooperation for a stronger Asia in the world economic and political order. The book is recommended as an introductory text for scholars who wish to pursue in-depth research on economic growth processes in the two countries. At the same time, it is a handy volume for the general reader who wishes to become better acquainted with these two Asian giants in the world economic order, as the contributions are insightful, provide useful summaries of the issues, and do not weigh the reader down with disciplinary jargon.

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### ***International Joint Venture Performance in South East Asia***

Craig C. Julian

Edward Elgar, Cheltenham, 2005.

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As its title suggests, this book deals with the role of international joint ventures (IJVs) and their marketing performance in Southeast Asia. Researchers have long recognised marketing orientation as a significant factor influencing performance. However, assessing the marketing performance remains a challenge in IJV studies. This book examines key factors influencing the marketing performance of IJVs in Southeast Asia, including market and product characteristics, commitment, trust, conflict, marketing orientation, control, contributions, and needs of partners.

The book makes insightful contributions on joint ventures and is beneficial to researchers and scholars working on issues of the performance management and improvement of IJVs. Essentially, this book is a combination of insights of scholars either working on joint venture studies or specialising in the study of international business and IJV management. However, the author recognises the strengths and weaknesses of these contributions to the literature on joint ventures. According to Julian, there are many studies in the international business literature that identify important determinants of IJVs in general, but they fail to cover issues related to marketing performance. Therefore, this book seeks to fill part of the gap in the existing literature by examining the antecedents of IJV marketing performance in Southeast Asia, investment in Thailand via IJVs, the legal implications of investing in Thailand, and by providing a guide for IJV managers to achieve success in Southeast Asia.

The first chapter sets the stage for the development of ideas of the book by discussing definitions of and trends in joint ventures, IJVs, joint venture performance, and the role of top management teams. The discussion is amply supported by extensive reference to joint-venture studies and the views of other authors.

Chapters Two to 12 focus on the factors that influence the marketing performance of IJVs in Southeast Asia, with each chapter presenting statistics, results of data analysis, and literature reviews. The data used in the analysis is based on Julian's study in 1998 with Thailand as the primary setting for research. Marketing performance is explored through an empirical investigation of foreign corporations in joint-venture relationships with Thai companies in Thailand.

According to prior studies on IJVs, involvement of top managers in the operation of their organisations affects performance and goal attainment. Chapter 13 examines the relationships between top management and the effects of those processes on goal attainment for IJV teams in Thailand; the aim being to understand how the various elements of diversity in an IJV top management team influence goal attainment in a developing-country context. This chapter is well-organised and very informative about the importance of the composition of top management teams for IJV performance. As Julian states, 'one of the key findings of the study was the variable effect of heterogeneity. Apparently, cultural