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Popular Management and Pay in China

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have been a valid observation of an anti-Christian, hence anti-Filipino, pattern in Muslim reaction. This becomes more and more apparent as one examines the numerous letters of Muslim datus and sultans in the Pershing Files and other official papers in the Library of Congress, the Michigan Historical Collections, and the U.S. National Archives. The letters, by their simple character, can be generally classified into pro- and anti-colonial views. Unfortunately, Gowing does not seem to have shown this important aspect of historical methodology which could have proved in a much more reasonable and convincing way what he considers to be America's "mandate over Moroland."

Samuel V. Tan

POPULAR MANAGEMENT AND PAY IN CHINA. By Roberto M. Bernardo. Quezon City: University of the Philippines Press, 1977. 227 pages.

The book is a comparative discussion of management in China and the United States. Specifically, it pinpoints apparent differences in the patterns of wage and salary determination and administration through the technique of job evaluation, performance appraisal, and organizational development between China and the United States.

The book has a number of interesting pieces of information. One, for example, is that in the Chinese context, the main objective of job evaluation is to establish a more equitable distribution of income by limiting the pay grades to as few as eight levels. The central idea is to minimize wage differentials to preclude the influence of market forces in setting up wage rates. Another is that the administration of the performance appraisal, a program which supplements job evaluation, is decentralized and accomplished informally through workers' participation. This means that workers appraise their fellow workers on the basis of job factors, such as physical strength, technical skill, age and experience, and political attitudes. And finally, in the aspect of worker's motivation, the thrust of the Chinese is toward the imposition of the primacy of moral incentives over material incentives. The Chinese maintain that moral incentives are an antimarket strategy of wage formation.

The author presents this comparative study of management in a scholarly style. However, he occasionally interrupts his exposition of an interesting subject with a denunciation or critique of certain aspects of American management. Perhaps the author could have given a more extensive discussion of the similar aspects of job evaluation, performance appraisal, and organizational development between the two cultures, to have a well-balanced exposition. In the American viewpoint, for instance, one of the basic objectives of job evaluation is to establish fair and equitable pay, as well as to

develop rates which are competitive with the prevailing community rates. In other words, the concept of justice and equity is also inherent in the American view, but seen from the frame of reference of a free enterprise system.

As expected of a comparative management study, this book brings to focus the question of the transferability of management principles and practices from one culture to another. This question is implied in the first chapter entitled, "Value to Poor and Rich Nations: The Philippine Response." It appears that the author favors the Chinese experiment and that Third World countries, like the Philippines, have a lot to learn from the Chinese model.

As regards the Philippine experience, there is a prevailing belief among many of our political leaders and writers in the universality of management principles and practices. Consequently, this inclination has given rise, over the past years, to the transplant of American management principles and practices in the Philippines (and now the Chinese model!) with little consideration of their effectiveness in the uniqueness of Philippine culture. In this connection, it seems that one aspect in which the book misses the mark is a basic question posed for studies on comparative management: to what extent should one expect managerial principles or practices to vary between different cultural settings?

Finally, it is worthy to mention that the author has made extensive efforts in consolidating fragmentary information derived from interviews, as well as written literature about China. He has presented a cohesive exposition and analysis of a subject on which there is a dearth of information. On this basis, the author has made a major contribution to comparative management study dealing with China and the United States.

This book will make worthwhile reading for students and teachers of personnel management courses, as well as practitioners of management in both private and public sectors. Those who have no training and experience in management will find this book too technical, and therefore, difficult to understand.

Manuel C. Montemayor

MEMOIRS OF VICTOR BUENCAMINO. Mandaluyong: Jorge B. Vargas Filipiniana Foundation, 1977. xvi, 388 pages.

More recent years have seen the publication of autobiographies of well-known Filipinos like the late statesman and educator Camilo Osias (*The Story of a Long Career of Varied Tasks*. Quezon City: Manlapaz Publishing Co., 1971) and the judge and businessman Guillermo B. Guevara (*Across Four Generations*. Manila: United Publishing Co., 1973), to cite just two.

Memoirs of Victor Buencamino belongs to this class and is about the recollections "of one of the most colorful, versatile, and durable pioneers