

combination of the two—half personal and half scholarly. Perhaps because of the intensity of Deakin's experiences, his description of them, presented in the first part of the book "without benefit of hindsight," is a bit jumbled. The dramatic tension of the story is lessened as well by Deakin's constant awareness that he was in Yugoslavia as a representative of the British government. In part 2, however, when Deakin the historian takes over, he presents a detailed, professional, and sometimes vivid description of early British involvement in Yugoslavia during World War II. Deakin decided to publish the book before the relevant British archives were opened, and so he has not given the debates which went on in Cairo and London their due. Nevertheless, this account of the early liaison groups inside Yugoslavia is the fullest and most convincing that has yet appeared. The only question that arises is almost perverse, given the evidence Deakin presents and the weight of current scholarly opinion. Can it really be true that Tito's Partisans are always heroes, their opponents always villains?

Deakin accurately calls his book a prelude, a study in preparation for a larger canvas. But it is an excellent start, and now that he has done it perhaps his brush will move all the more surely and swiftly.

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LES EXPÉRIENCES YOUÏOSLAVES D'INDUSTRIALISATION ET DE PLANIFICATION. By *Kruno Meneghello-Dincic*. Preface by *André Piatier*. Paris: Éditions Cujas, [1970]. 286 pp. Paper.

YUGOSLAV FOREIGN INVESTMENT LEGISLATION AT WORK: EXPERIENCES SO FAR. By *Miodrag Sukijasović*. Belgrade: Institute of International Politics and Economics. New York: Oceana Publications, 1970. 178 pp. \$9.00.

INDUSTRIAL DEMOCRACY: YUGOSLAV STYLE: THE EFFECT OF DECENTRALIZATION ON ORGANIZATIONAL BEHAVIOR. By *Ichak Adizes*. New York: The Free Press. London: Collier-Macmillan, 1971. xxi, 297 pp. \$9.95.

The Yugoslav economic system has long fascinated area specialists and economists alike, but there have been few adequate accounts of either its peculiar economic institutions or of economic policy and its results. In the last few years, however, a surprisingly large number of books have appeared, and for the first time our knowledge is both reasonably extensive and relatively up to date.

Meneghello-Dincic's book is principally concerned with economic development under planning and the particular strategy of industrialization. The first part provides a concise account of planning and development policy from 1947 to 1965, and the second evaluates the results of those first eighteen years. The author points to the achievements in national income, employment, capital stock, personal incomes, and living standards, but also notes that the strategies employed to attain those results—rapid growth, high investment, industrialization with special emphasis on heavy industry—had, as their consequences, disinvestment in agriculture and light industry, low standards of consumption in both the public and private sectors, deficit finance and inflation, a severe balance of payments deficit, and price distortions. In the early sixties the negative consequences began clearly to outweigh the

gains. In Yugoslavia at the time, numerous position papers, official statements, meetings of economists, interviews, and newspaper and magazine articles assessed the situation. Like most analysts in Yugoslavia, Meneghello-Dincic concludes that the gains from industrialization were significant, but that the costs were excessive and the time for change had come. The third part of his book examines the turning point, 1965, and the economic reform ultimately adopted. The final chapter considers the one burning problem left unresolved: the persistence of unequal levels of regional development.

As the author notes, his conclusions on the whole are in accord with those of many Yugoslavs, including government officials as well as vocal economists; hence, there is little claim to originality. Given the limitations of space and the broad scope of his work, Meneghello-Dincic cannot delve deeply into the relation between the Yugoslav system of economic organization and the results (for example, to what extent the worker-management system itself is inflationary). His major strength, and an important one, is that he provides a continuous account of Yugoslav economic policy from 1947 to the late sixties.

Where Meneghello-Dincic's book is broad in scope, the other two books reviewed here deal with postreform operations at the enterprise level. One of the features of the economic reform was a new emphasis on international trade. To make exports more competitive on world markets by raising the level of technology, the Yugoslavs decided to permit foreigners to invest in Yugoslav enterprises. In his book Sukijasović provides the ideological and legislative background of the July 1967 law permitting foreign equity capital and profit repatriation. He then examines the fifteen contracts which had been concluded by the end of 1969, focusing on problems that appeared in the course of contract negotiations and on some loopholes and inconsistencies in the law. However, since each subsequent contract will raise new questions and establish new precedents, and since experience with these joint-venture arrangements is bound to lead to further changes, the Sukijasović book is likely to become outdated.

Adizes's book is a major contribution, since few studies based on research within the enterprise have appeared in English. His goals are dual: (1) to analyze the decision-making structure in Yugoslavia and the suitability of that system, designed in the fifties, for the new economic environment of competition and market pressures, and (2) on the basis of the Yugoslav experience, to enrich the theory of participative organization generally. The subjects of his study were two enterprises similar in several respects (product, size, technology, location, product market) but different in one key independent variable: the leadership pattern. These two companies were studied in 1967 mainly by participative observation but also by analysis of records and documents. The time was one when the effects of the economic reform of 1965 were being felt by the enterprises. This factor, the author believes, revealed more clearly the stresses and strains in the organizational structure.

Adizes concludes that the Yugoslav system of decision-making does not give anyone in the enterprise sufficient authority to react adequately (i.e., efficiently) in the competitive, postreform economy: "With decentralization and the change in the competitive situation, plans made through large participation and evolved through a wide support base turned out to be detrimental to the success of the company" (p. 159). He predicts that the existing structure of responsibility and authority will prove unstable if the intent of the economic reform is upheld, and that the structure will yield to changes which will increase the power of directors. His views on the

changes likely to occur, as well as some conclusions about management in participative structures generally, are presented in the last part of his book. In addition to attaining his stated goals, Adizes provides a helpful statement of the responsibilities and authority of the director, and an analysis of how the Communist Party, trade union, and youth organization may fit into the decision-making process. He also describes how individual incomes are determined within the worker-managed enterprise.

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SOTSIAL'NO-EKONOMICHESKOE RAZVITIE BOLGARSKIKH I GAGAUZSKIKH SEL V IUZHNOI BESSARABII (1808–1856 GG.). By *I. I. Meshcheriuk*. Kishinev: Akademiia nauk Moldavskoi SSR, 1970. 341 pp. 2.06 rubles.

The author is an eminent specialist on the problems of the history of the émigré Bulgars and Gagauzes living in Bessarabia in the eighteenth and nineteenth centuries. His new book describes the place that these émigrés occupied in the economic life not only of Bessarabia but also of Russia as a whole during this period. The complex of problems concerned has special interest, because southern Bessarabia, having given asylum to the Bulgars and Gagauzes who came there to escape the oppression of the Ottoman feudal regime, had a socioeconomic order somewhat different from that of the rest of the Russian Empire. In fact there were neither lords nor serfs in this province, whose peasant population had only to accommodate itself to a relatively mild form of feudal subjection exercised by the Russian central government.

This valuable study is based principally on a large number of documents not previously studied, which were discovered by the author in several archives in Soviet Russia and especially the Moldavian SSR. All this material, rich but rather difficult to interpret, has been carefully and faithfully studied by the author, who has made some interesting observations and deductions.

In the first chapter the author examines the regime and the status of immigrants in southern Bessarabia. Having settled there in the second half of the eighteenth and the beginning of the nineteenth century, Bulgars and Gagauzes (along with Moldavians and Ukrainians) obtained—after a tenacious and prolonged struggle against the intrigues of the great Bessarabian landed proprietors—an administrative status less dependent on the Bessarabian regional authorities, relatively lighter taxes, the freedom to carry on trade and crafts, and the right to establish factories and to acquire with full property rights lands bought from the landowners of Odessa Province. The author holds that the imperial government was compelled to grant these privileges to the immigrants in order to strengthen its political influence among the subjugated Balkan peoples. This privileged status created conditions propitious for the prosperity of the immigrants in Bessarabia.

The second chapter focuses on the economic activities of the Trans-Danubian immigrant communities: cattle-raising, agriculture, viticulture, horticulture, bee-keeping, and so forth. The immigrants in Bessarabia were the leading producers of grain. The third chapter is devoted to crafts and the appearance of small industrial enterprises working for the local market.

In the fourth chapter the author describes the birth and development of