

Contents

Acknowledgments	ix
Exchange Rates	xi
Preface	xiii
1 Chinese Industrial Reform, 1978-89	1
<i>William A. Byrd</i>	
Chinese Industrial Reform: A Topical Review	1
Achievements and Problems	13
Industrial Performance, 1978-88	18
Prospects for Reform	27
Notes	30
References	31
2 Summary of Research and General Observations	33
<i>William A. Byrd</i>	
Methodology	33
The Case Studies	37
Common Themes	47
Notes	56
References	57
3 The Chongqing Clock and Watch Company	58
<i>William A. Byrd and Gene Tidrick</i>	
Introduction and General Background	58
Analysis of Main Reforms	68
Enterprise Response, 1980-82	87
Implications of Chongqing's Experience	103
A Postscript on Subsequent Developments	111
Notes	114

- References 117
- 4 The Qingdao Forging Machinery Plant 120
Chen Jiyuan, Xu Lu, Tang Zongkun, and Chen Lantong
Historical Background 121
Supervisory Structure 123
Reforms in Planning and Marketing 126
Improving Economic Performance 130
The Labor and Wage System 135
Technical Transformation and Development of New Products 141
Editor's Supplementary Observations and Postscript 144
Notes 148
- 5 The Shenyang Smelter 149
William A. Byrd
Industrial and Historical Perspective 149
Main Problems 161
Response to Problems 176
Organizational Reforms 192
General Observations 200
Later Developments 209
Notes 221
References 225
- 6 The Qinghe Woolen Textile Mill 228
Lora Sabin
An Introduction to the Industry and Enterprise 229
Qinghe's Response to the Changing Economic Environment 238
Conclusions and Implications 266
Notes 271
References 273
- 7 The Nanning Silk and Ramie Textile Mill 276
Josephine Woo
General Background 276
Reforms and Changes in the Nanning Mill's Environment 282
Effects of Reform on Nanning's Behavior 290
Limitations of Enterprise Reforms 295
Notes 300
References 302
- 8 The Anshan Iron and Steel Company 303
William A. Byrd
Issues and History 304

The Supervisory System	309
The Financial System and Incentives	316
Mandatory Planning and Marketing Controls	320
Vertical Integration versus Administrative Fragmentation	329
Internal Organization and Management	340
Labor and Wages	347
Renovation and Modernization	356
Conclusions	361
Notes	365
References	368
9 The Second Motor Vehicle Manufacturing Plant	371
<i>William A. Byrd</i>	
China's Motor Vehicle Industry and Number Two's Development	372
Administrative Supervision	382
Planning, Supply, and Marketing Controls	388
Business Environment, Strategy, and Practices	395
The Dongfeng Corporation	407
Conclusions	418
Notes	423
References	425
Index	427