Others show that either Western or local styles of doing business are advocated instead of some hybrid mix of both. As Helen Kopnina pointed out, recruitment practices in small- and medium-scale Singaporean Chinese companies may show a preference for professional managers over family members; this, however, does not necessarily imply that family ties and paternalist hierarchies do not figure in the power relations within the firms.

It is becoming more and more accepted, in both managerial and scholarly debates, that *heterarchy*[1] should replace hierarchy and local autonomy should replace centralized decision making, resulting in an 'integrated variety' model of management that combines the autonomy of local management with the integrative regime of a global organization. Nonetheless, management practices in transnational companies often perpetuate long- estab-

lished hierarchical relations. Geeske Boode illustrated this by showing how cultural boundaries between Thai staff and Western management, cast in persistent unequal power relations, generate and enforce structures and practices of domination. In contrast, Hyunghae Byun and Sierk Ybema demonstrated that such structures and practices of domination are reproduced in Western contexts by Asian (in this case Japanese) companies, which maintain a strict hierarchical and top-down approach to management based in an integration perspective. In transnational organizations, inter-organizational relationships between groups of people from different cultural, ethnic, religious, gender, and class backgrounds pose problems in terms of management of group interests and the management of boundaries between these groups. There is a multiplicity of coordination and control elements, and there may be considerable tensions between them, as discussed by Mhinder Bhopal and Chris Rowley,

whose paper demonstrated how multi-ethnicity in Malaysian companies can be an asset as well as a liability to both management and staff.

In the final analysis, organizational change always challenges group identities and sets new targets for identification. Mergers, acquisitions, strategic alliances, and diverse forms of partnerships between both large- and small-scale enterprises generate new organizational forms and necessitate the redefinition and renegotiation of organizational boundaries. The disappearance of borders, in both past and present, has not necessarily led to more openness or cosmopolitan orientation, but has given rise to the emergence of socially constructed borders within and across spaces. ‹

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Prof. Heidi Dahles *is Professor in Organizational Anthropology at the Department of Culture, Organization and Management, Free University, Amsterdam. Her research focuses on processes of identity formation in multi-ethnic organizations in Southeast Asia.*
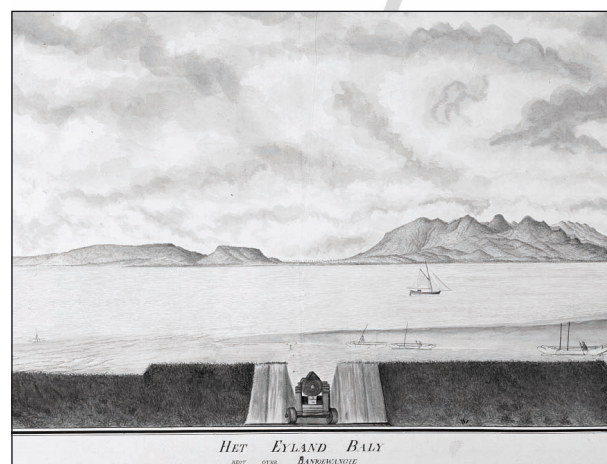h.dahles@fsw.vu.nl

Note ›

1 *heterarchy*: lit.: 'the rule of foreigners'; in the context of late capitalist organizations this concept refers to diverse loci of power and control within and outside these organizations, which are partly converging, partly conflicting, and continuously changing in a complex global economy.

Asia and South Africa:
A Missing Link of Nearly Seven Million Words

Research ›
General

The significance of the Verenigde Oost-Indische Compagnie (VOC) archives for research on the seventeenth and eighteenth centuries was fully acknowledged earlier this year when the organization's complete archives, including the relevant archives held at the Cape Town Archives Repository, were incorporated into the Memory of the World list of UNESCO, the cultural branch of the United Nations. The Resolutions of the Council of Policy of the VOC, covering the whole period of Dutch occupation of the Cape colony from 1651 to 1795, are presently being digitized by two TANAP (Toward A New Age of Partnership) teams in Cape Town.

Drawing of Bali opposite of Banjoewangie, early nineteenth century.

Nationaal Archief, Den Haag, Ministerie van Koloniën, 4 MIKO, inventarisnummer G1.6. Collectie Nicolaas Engelhard (1761-1831).

By Helena Liebenberg

From 1652 to 1795 the Council of Policy was the highest governing body at the Cape. Prior to 1652, on 26 June 1649 to be exact, Leendert Jansz and M. Proot compiled a *remonstrantie* or short exposition of the advantages that the VOC would derive from a fort and garden at the Cape of Good Hope (C. 274 'Letters received'). Jan van Riebeeck commented on this letter in June 1651. According to the relevant documents the Council of Policy had already been established before the landing at the Cape of Good Hope on 6 April 1652, since the first resolutions that Jan van Riebeeck and the Council of Policy took were recorded on board the Drommedaris, when the Council was actually known as the Broad Council (made up of captains and other high-ranking officials of the fleet). When the captains of the fleet that founded the settlement left the Cape, other officials were appointed in their stead. The meetings of the Council of Policy did not take place regularly but were dependent upon the commander, who was the convener. All letters from the Lords Seventeen (the Directorate in Amsterdam) and from Batavia had to be opened and discussed at the Council meeting. Responses had to be drawn up by the Council and signed by all members. All written work was carried out under the Council's supervision.

In order to make all this information available to the world TANAP decided to launch and finance a transcription project and a digitizing project. The former involves transcribing 110 volumes (1744-1795) or approximately 4.5 million words. The latter involves scanning, digitizing, and converting the 121 already published volumes (1652-1743) into XML, involving approximately 2.5 million words.

Anna de Koningh, daughter of Angela of Bengal, a slave woman at the Cape and an unknown white father. Anna, married to Oloff Martini Bergh, a VOC official, was the progenitress of the Bergh family in South Africa. After Anna's birth and having been emancipated, Angela was married to Arnoldus Basson and in her turn became the progenitress of the Basson family in South Africa.

The work involved in the digitizing project was carried out in two phases by a team of two computer experts and two proofreaders. Firstly, the 121 already published volumes were scanned, digitized in Word, proofread, corrected and finally converted into XML format. Secondly, of the 110 volumes concerning the transcription project, 75 volumes which were initially transcribed in Word had to be converted into XML format. (The remaining 35 volumes of the transcription project are transcribed directly in XML format.) At present, ships' names and geographical names are two of the encoded text types. Once the encoding has been done, searches may be executed on the Internet and all the encoded information covering these subjects may be extracted. When the information has been converted into XML as data, it can be made available, for instance, in either printed or electronic format.

The publication of the massive quantity of information contained within these 231 volumes will not only be of interest to historians, sociologists, and anthropologists, but is also expected to capture the attention of linguists, as it offers examples of Asian influence on the development of the Afrikaans language. A number of words from Malay origin

Courtesy of the Cape Town Archives Repository

entered the vocabulary of the inhabitants of the colonized regions of the Cape. Some words were part of the standard trade jargon, referring to beautiful and exotic fabrics, while other words referred to social behaviour. Words like *pikol* (Afr. *aanpiekel*), *combaars, baadjoe, piering*, and *bakkaleien* (from eastern Indonesia, Afr. *baklei*, to quarrel or fight) were eventually incorporated into Afrikaans.

For geographers and onomasticians the resolutions offer an extremely rich source for place-name research, including the names of regions, rivers, mountains, and towns, being either of Dutch or indigenous origin. The fact that the texts also include a large number of personal names of VOC employees, casual visitors, freemen and their families, high-profile Easterners banned from their countries, and slaves and their families, should be of great importance to genealogical research. Those interested in maritime history can find many ships' names, reconstruct sea routes, locate shipwrecks, and much more besides. After the completion of the editing later this year, the sources will be made available on the TANAP website. ‹

Dr Helena Liebenberg *is a language researcher who is presently involved in the transcription project in Cape Town, transcribing seventeenth- and eighteenth-century Dutch documents and translating these texts into modern Afrikaans and English on request. She has a keen interest in the origin and development of languages, in particular Afrikaans.*
helena@sentrum.co.za

www.tanap.net

Asia's Past Secured

Ten years ago UNESCO launched the Memory of the World Register 'to guard against collective amnesia calling upon the preservation of the valuable archive holdings and library collections all over the world ensuring their wide dissemination.' At the end of August, UNESCO selected the documentary collections of 20 countries to be included in the Register, among which are the VOC archives worldwide. The enormous size and global spread of these archives make the listing of the kilometres of VOC archives worldwide rather unique.

For the TANAP programme, this is a landmark indeed, rewarding the hard work of J. van Albada en Pieter Koenders over the last years. It is hoped that this UNESCO recognition will stimulate preservation of records, particular those in India, Sri Lanka, and Indonesia, which are often in a deplorable condition. Politicians often still think that such Western collections are not needed to research their own national history, let alone Asian history in general. Rather than remnants of a despised colonial past, such collections can and have been put to use in modern studies. ‹

Henk Niemeijer