

Managing in Developing Countries

Alan S. Gutterman

§1 Introduction

For decades the consensus among Western policymakers involved with international economic development was that real progress was dependent on making sure that poorer countries implemented and followed “appropriate” fiscal, monetary, trade and legal practices. While there is little dispute that national economic policies and rules are important for economic development, it has also been recognized that the managers in developing countries that have a hand in producing goods and services can have just as much impact on the pace of development.¹ It is, therefore, essential to study and understand management practices and styles in developing countries; however, while developing countries represent an overwhelmingly large percentage of the world’s population, the relatively small portion of global business activities in those countries, as well as other factors, has led to a small and spotty body of research on management practices and styles in those countries.² One researcher lamented that while “[d]eveloping countries offer potentially some of the most important growth opportunities for companies both from the developing as the developing world . . . [reviews] . . . of empirical research grounded in institutional theory [have] found that most studies focused on developed countries and that only a small portion of the studies tried to test institutional theory in developed countries”.³

The field of management studies was conceived and developed predominantly in the US, with some recent inputs coming from other industrialized countries in Europe and Asia (e.g., the tremendous interest in researching Japanese management practices in the 1980s and early 1990s). As such, most of management-related theories that have been produced and researched are based on circumstances in developed countries and thus include biases and assumptions that will likely make them inapplicable in developing countries. One of the problems with studying management in developing countries is that the landscape is tremendously diverse and includes countries of all sizes and from all continents and peoples who with unique histories that practice numerous religions, speak hundreds of different languages and live in a breathtaking sweep of geographic conditions. All of this makes it difficult to formulate accurate and useful generalizations about “developing

¹ For an early discussion of the debate regarding the importance of “economists” versus “businesspeople” in fostering economic development, see F. Heller, “The Role of Management in Economic Development”, *Management International Review*, 8(6) (1968), 63-70.

² For a general introduction to the issues relating to management including the relationship between management and performance and the challenges confronting managers around the world, see “Introduction to Management Studies” prepared and distributed by the Sustainable Entrepreneurship Project (www.seproject.org).

³ A. de Waal, “Is performance management applicable in developing countries?: The case of a Tanzanian college”, *International Journal of Emerging Markets*, 2(1) (2007), 68-83, 68 (citing M. Farashahi, T. Hafso and R. Mole, “Institutionalized norms of conducting research and social realities: a research synthesis of empirical works from 1983 to 2002”, *International Journal of Management Review*, 7(1) (2005), 1-24).

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Organisation for Management in Developing Countries Ishwar Dayal,Amrit Kala Dayal,1978 **Building A Body Of Knowledge In Project Management In Developing Countries** George Ofori,2023-06-22 This book presents a state of the art account of the recent developments and needs for project management in developing countries It adds to the current state of knowledge on project management in general by capturing current trends how they widen the content and scope of the field and why there is a need for a specialist body of knowledge for developing countries Eminent experts in this domain address the specific nature and demands of project management in developing countries in the context of its scope and priorities and discuss the relationships between this emerging field and established bodies of knowledge The book also addresses the future of project management in developing countries and how this might influence mainstream project management This important book will be an essential reference for practitioners students researchers and policymakers engaged in how to improve the effectiveness and efficiency of project management in developing countries Managing Development in a Globalized World Habib Zafarullah,Ahmed Shafiqul Huque,2017 Traditionally development has been rooted in ideologies and assumptions prevalent in the developed world and in practices and strategies adopted by leading industrial nations However historically eclectic ideas and approaches often clash with existing long established notions of progress and modes of realizing social and economic change Managing Development in a Globalized World Concepts Processes Institutions explores this topic by incorporating ideas and interpretations that have previously been neglected or given inadequate attention in the discourse on developing countries It underscores development as a continuous process that must be supported by sound policies and efficient management supplying a wider understanding of the field The authors argue that the application of innovative development techniques and best practices is essential for obtaining optimum results in meeting the needs of society They examine the style of managing development with a new perspective that links the phenomenon with changing demands and the interplay of internal external actors and a host of stakeholders An exploration of key sectors in development provides clear comprehension of problems and solutions A careful synthesis of theoretical conceptual and empirical literature the book assesses real world situations and provides insight into the operational dynamics of development policies programs and institutions It focuses on goals values and dynamics of development management that are undergoing rapid changes and continue to be enhanced to alleviate poverty and improve living standards in an era of globalization and inter regional and inter institutional synergies It highlights best practices essential for the efficient and effective delivery of human development services that are designed and put in place to obtain optimum results in meeting the

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web instead of obeying his guardians however huck sneaks out of the house at night to join tom sawyer s gang and pretend that they are robbers and pirates one day huck discovers that his father pap finn has returned to town because pap has a history of violence and drunkenness huck is worried about pap s intentions especially toward his

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