

# 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.<sup>1</sup> 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.<sup>2</sup> 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".<sup>3</sup>

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

<sup>1</sup> 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.

<sup>2</sup> 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](http://www.seproject.org)).

<sup>3</sup> 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. Moltz, "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).

# Managing In Developing Countries

**Alfred M. Jaeger**

## **Managing In Developing Countries:**

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**Strategic Management In Developing Countries** James E. Austin, 2008-06-30 James E Austin's case studies are designed to help managers effectively compete in the Third World business environment. Designed for business school courses and in house company training programs this companion to *Managing in Developing Countries* presents 35 case studies organized around Professor Austin's Environmental Analysis Framework a powerful field tested tool designed to help managers examine, prepare for and compete in the Third World business environment. Through comprehensive and thoroughly tested classroom tested cases Austin systematically examines the economic political and cultural factors of each country at international, national, industry and company levels. The cases also reveal the critical strategic issues and operating problems that managers will encounter in developing countries in governmental relations, finance, marketing, production and organization.

**Managing in Developing Countries** Betty Jane Punnett, 2017-09-13 This book considers management theories and approaches specifically in the context of developing countries. In recent years international business scholarship has increased its focus on the developing world which represents 80 percent of the global population and has doubled its share of value added trade in the past two decades. This text will help readers to manage successfully in this region by learning to assess, apply and adapt established practices in developing countries. Punnett begins by identifying the characteristics of the developing world Africa, Asia, the Caribbean, India, Latin America and the Middle East and the companies therein to help students understand how the reality of these countries influences business and management. By tracking a fictional product through the internationalization process students will navigate the challenges of operating an international company from a

developing country base using a traditional model of management focused on planning organizing staffing leading and controlling They will also gain insight into ethical considerations likely to arise such as differential treatment based on personal characteristics and age dispersion Cases discussion questions personal stories and end of chapter exercises will help readers to grapple with issues and test their learning Complete with chapter objectives and Lessons Learned boxes to facilitate understanding Managing in Developing Countries is an excellent supplement for international business or international management students with a special interest in the developing world **Management** Betty Jane Punnett,2012 The global business world appears to be changing and there is an ever greater focus on developing countries Management A Developing Country Perspective introduces the core management themes issues and controversies using examples from developing countries throughout the world making it a key text for international business and development studies students **MANAGEMENT IN DEVELOPING COUNTRIES** Alfred M. Jaeger,1990

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**Managing Organizations in Developing Countries** Moses N. Kiggundu,1989 **Managing Projects in Developing Countries** John W. Cusworth,Tom R. Franks,1993 **Strategic Management in Developing Countries** James E. Austin,1988 **Making Local Government Work** Leendert Theodoor van den Dool,2005 **Managing Organizations in Developing Countries** Moses N. Kiggundu,1989 **Municipal Solid Waste Management in Developing Countries** Sunil Kumar,2016-11-18 This book contains detailed and structured approaches to tackling practical decision making troubles using economic consideration and analytical methods in Municipal solid waste MSW management Among all other types of environmental burdens MSW management is still a mammoth task and the worst part is that a suitable technique to curb the situation in developing countries has still not emerged Municipal Solid Waste Management in Developing Countries will help fill this information gap based on information provided by field professionals This information will be helpful to improve and manage solid waste systems through the application of modern management techniques It covers all the fundamental concepts of MSWM the

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needs of society **Business and Management Education in Transitioning and Developing Countries** John R. McIntyre, Ilan Alon, 2005 Business education is a critical ingredient in establishing a viable middle class of managers in transitioning and developing economies This book is a comprehensive examination of business and management education pedagogical models and curricula innovations in institutions

**Corporate Management in Developing Countries** Alvin G. Wint, 1995-08-15

Managers in developing countries whether operating in the private or public sectors are constantly aware of the problems of underdevelopment Effective management of international business activities in developing countries can improve the competitiveness and development prospects of these countries and in turn the companies operating within them But to do so managers need a developing country perspective on international trade agreements international finance foreign exchange and national financial management These topics as well as practical chapters on the management of export production financing exports government export programs and international investment make this very valuable reading for executives and those interested in international business

**Management Challenge in Developing Countries** Mahmoud

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**(vol. 2: Population, Resources And Development)** Baleshwar Thakur, 2007-01-01

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