

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).

Managing In Developing Countries

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